



Investing in rural people

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Main report and annexes

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department

Map of the Project Area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 01-07-2020

Abbreviations and Acronyms

AfDB	African Development Bank
AMVAT	Agricultural Markets, Value Addition and Trade Development Project
AWPB	Annual Work Plan and Budget
BIA	Beneficiary Impact Assessment
CAMP	Comprehensive Agriculture Master Plan
CAP	Community Action Plan
CBM&E	Community-Based Monitoring and Evaluation
CDC	County Development Committee
CDD	Community-Driven Development
CoE	Council of Elders
COSOP	Country Strategic Opportunities Programme
COVID-19	CoronaVirus Disease of 2019
CSN	Country Strategy Note
CSO	Civil Society Organisation
DRC	Democratic Republic of Congo
EA	Environmental Assessment
EIRR	Economic Internal Rate of Return
ENRM	Environmental and Natural Resources Management
ESMF	Environmental and Social Management Framework
FAO	Food and Agriculture Organisation of the United Nations
FDI	Foreign Direct Investment
FM	Financial Management
GAM	Global Acute Malnutrition
GAP	Good Agricultural Practices
GBV	Gender Based Violence
GDI	Gender Development Index
GDP	Gross Domestic Product
GNI	Gross National Income
GoSS	Government of South Sudan
GRM	Grievance Redress Mechanism
HDI	Human Development Index
IDMP	Irrigation Development Master Plan
IDP	Internally Displaced Person
IFI	International Financing Institution
KM	Knowledge Management
LIPWs	Labour Intensive Public Works
MAD	Minimum Acceptable Diet
MAFS	Ministry of Agriculture and Food Security
M&E	Monitoring and Evaluation
MFI	Micro-Finance Institution

MTR	Mid-Term Review
NBS	National Bureau of Statistics
NALEP	National Agriculture and Livestock Extension Policy
NGO	Non-Governmental Organisation
NPV	Net Present Value
PCP	Public Consultation Plan
PCR	Project Completion Review
PCRRDP	Post-Crisis Rural Recovery and Development Programme
PDO	Project Development Objective
PDR	Project Design Report
PFM	Public Financial Management
PIM	Project Implementation Manual
PP	Procurement Plan
RBAs	Rome-Based Agencies
SACCO	Savings and Credit Cooperative Organization
SDG	Sustainable Development Goal
SECAP	Social, Environmental and Climate Assessment Procedures
SMS	Subject Matter Specialists
SO	Strategic Objective
SSDI	South Sudan Development Initiative
SSDP	South Sudan Development Plan
SSLDP	South Sudan Livelihood Development Project
SSLRP	South Sudan Livelihood and Resilience Project
SSNBS	South Sudan National Bureau of Statistics
SSP	South Sudan Pound
STRERP	Short-Term Regional Emergence Response Project
SUN	Scaling Up Nutrition
SWC	Soil and Water Conservation
TA	Technical Assistance
ToC	Theory of Change
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
USD	United States Dollar
VDC	Village Development Committees
VSLA	Village Savings and Loan Association
WASH	Water, Sanitation and Hygiene
WOP	Without Project
WP	With Project

In line with IFAD11 mainstreaming commitments, the project has been validated as:

Gender transformational Youth sensitive Nutrition sensitive Climate finance

IFAD Adaptation Finance	\$4,061,000
IFAD Mitigation Finance	\$0
Total IFAD Climate-focused Finance	\$4,061,000

Executive Summary

Political and Economic Context – The Republic of South Sudan (hereafter referred to as South Sudan') is a landlocked resource-rich country in Eastern Africa, and the youngest nation in Africa. It remains the third most fragile state in the world, after Yemen and Somalia, resulting from a long drawn conflict driven by historical, political, social and economic marginalization. Since independence in 2011, South Sudan has relapsed into conflict on three occasions. Internal fighting led to massive cross-border displacements of about 4.3 million people, out of which 1.6 million are displaced in neighbouring countries, mainly Uganda and the Democratic Republic of Congo (DRC). Oil has been a major factor in the economics and politics of South Sudan and its relations with Sudan. Conflict led to a breakdown of governance structures, law and order, and disruption of community institutions that supported livelihoods. A new peace deal was signed in September 2018 and a Unity Government formed in February 2020, which represent an important transition phase, from conflict towards peace, stability and the initiation of economic recovery.

Rationale for IFAD Involvement – The Peace Agreement and the subsequent formation of the Government of National Unity have ushered in a reform agenda geared towards establishing the building blocks for economic growth, peace and stability and strengthening livelihoods of the rural communities. The Peace Agreement has motivated the return of the displaced population, with the bulk settling in the Equatoria[1]. The returnees are faced with conditions of limited physical and financial assets and weak public and private service coverage. Agriculture and rural infrastructure are dilapidated with seasonally impassable community access roads, and inefficient and expensive transportation from farm to storage facilities and markets. Irrigation and water harvesting technologies are inadequate, with poor post-harvest and value addition.

Despite the formation of the Government of National Unity, the context remains fragile with localised inter-community conflict driven by competition for natural resources, adverse weather conditions and flooding, and a potential humanitarian crisis if the returnees and the general population are not integrated into the economy. The main risk is the resumption of national scale instability, if the peace deal fails. It is therefore critical that efforts towards re-integration of the rural population into viable livelihood opportunities are given priority, as an important strategy towards the sustenance of the peace agreement. There is strong evidence that sustainable human development discourages people (including young people) from engaging in acts of violence.

In alignment with the GoSS Comprehensive Agriculture Master Plan (CAMP) and IFAD's Country Strategy Note (2021-2022), SSLRP will focus on re-establishing livelihoods for rural communities, focussing on returnee households, young people and women. It will strengthen household resilience to emergency and crises, rebuild local agricultural production and stabilize incomes through micro-enterprises and short-term employment. SSLRP will complement the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS), which commits to restore economic foundations by generating employment and improving livelihoods.

IFAD's engagement in South Sudan is guided by the *Special Programme for Countries with Fragile Situations: Operationalizing IFAD's Fragility Strategy*, with a focus on bridging the gap from the humanitarian development nexus and supporting agriculture recovery and income stabilization efforts. SSLRP will employ the Community-Driven Development (CDD) approach that contributes towards strengthening household and community institutions, strengthening social cohesion whilst contributing to the economic empowerment of communities. The CDD approach positions communities at the forefront in the elaboration of Community Development Plans (CDPs) that identify priority investments and critical infrastructure needed to address the key constraints to agriculture production and rural livelihood development. The CDPs will be prepared through a facilitated approach, integrating mainstreaming themes of climate change adaptation, nutrition, and social inclusion of women and youth, linked with appropriate conflict sensitivity. Considering the fragility context, SSLRP is designed with provisions for 'crisis modification' to safeguard the development gains in the event of future crises.

Project Goal and Objective – The SSLRP goal is to '*contribute to improved and resilient livelihoods among the targeted rural communities*'. The Project Development Objective is to '*empower communities to participate in decision-making processes that will recover agriculture livelihoods, build household resilience and promote stability*'[2].

Geographic Area of Intervention – SSLRP will be implemented in three States and five counties: Eastern Equatoria State (Magwi and Torit); Central Equatoria State (KajoKeji and Terekeka) and Jonglei State (Bor). The target areas were jointly selected by GoSS and IFAD, considering the homogenous nature of vulnerability across South Sudan in terms of poverty, food insecurity, education level and malnutrition. The following criteria were therefore applied to select the project area: a) food production corridors (Greater Equatoria accounts for 40 percent of the country's cereal production, while Jonglei has the highest livestock numbers and high levels of fishing activities); b) States that are hosting high numbers of returnees (the 3 selected States account for the highest concentration of returnees); c) potential to build on previous IFAD investments of SSLDP in Eastern and Central Equatoria and other development partners[3]; d) stability and low risk of future conflict; and e) accessibility due to infrastructure gaps.

Target Group – The primary target group is poor, food insecure farmers, and agro-pastoral and pastoralist households engaged in fishing, cropping, and livestock activities. The project will directly target 38,800 poor households, approximately 225,504 people. Within these groups, there will be special emphasis on the inclusion of youth (70 percent), women (60 percent) and vulnerable groups, such as returnees, women headed households and persons with disabilities who will receive specific activities to facilitate their social integration in agricultural production and economic activities.

Targeting Strategy – SSLRP design focuses on empowering and enabling households and their communities to play a key decision-

making role in promoting their own sustainable socio-economic development. The targeting strategy will include: a) geographic targeting; b) self-targeting; c) direct targeting; and d) community based targeting. Village Savings and Loan Associations (VSLAs) will be a strategic entry point to identify Community Based Organisations (CBOs) and/or investment ready CDPs. Specific quotas will be applied to ensure that women-led groups will be prioritised – at least, 30 percent of the CDPs supported will be derived from women-led organisations. Youth will be targeted through Labour-Intensive Public Works (LIPW) where about 2,600 short term jobs will be created, skills for enterprise development and various enterprises emanating from the CDPs. Gender Action Learning System (GALS) will be a key instrument to address Gender Based Violence (GBV) and child labour. The targeting strategy will pay attention to drivers of conflict at the local level – in order to do-no-harm. The overall targeting strategy will be guided by a conflict scan that identifies the key potential drivers of conflict and proposes mitigation measures (see SECAP). Elite capture will be addressed by ensuring transparency and involving communities in decision making.

Components – SSLRP's development objective will be achieved through the effective implementation of two technical components: a) Community Driven Development Planning and b) Agriculture Production and Rural Livelihood Support. The third component, Project Support and Capacity Building, will seek to ensure that SSLRP is effectively implemented, including the provision of capacity building to selected GoSS institutions at the central and local levels and supporting the development of key policies (i.e. Cooperatives Policy Framework and Rural Financial Policy Framework). Lastly, component 0 on Disaster Response and Risk Mitigation, will provide a timely response to emergency events (e.g. weather extremes, pest attack, conflict, COVID-19, etc.).

Component 0: Disaster Response and Risk Mitigation: The objective of this component is to ensure that in the event of a disaster, whether environmental or man-made, SSLRP can adequately respond to safeguard the developmental gains of the project. This component can only be triggered after the declaration of an emergency situation by GoSS, and/or in agreement with GoSS, and will facilitate '*crisis modifiers*', to enable early action and rapid response to crises that manifest in project areas, to finance activities that may not be foreseen but deemed critical to prevent the sustain resilience and strengthen the maturity of resilience outcomes attainable over the lifecycle of SSLRP. Funds would be reallocated from other components to support crisis modifiers under this component.

Component 1: Community Driven Development Planning– the objectives are to: a) build strong and inclusive Community Based Organizations (CBOs) that will serve as promoters and managers of socio-economic change; b) work with CBOs to develop climate and gender responsive Community Development Plans (CDPs), that respond to the priorities identified by communities, women and the youth; and c) identify strategic infrastructure investments that will complement and enhance the effectiveness of the CDPs. The CDD process will be underpinned by *County Profiles*, which will assist in identifying key opportunities and constraints, including market dynamics, infrastructure gaps, and context for IFAD's mainstreaming themes (gender, youth, nutrition, environment), which will inform the preparation of the CDP guidelines. SSLRP foresees a process of *guided facilitation*, by external specialists who will work with CBOs in the elaboration of CDPs. The expected outcome would be 'communities and local public governing bodies are empowered to plan and implement investments that build household and community assets'.

Component 2: Agriculture Production and Rural Livelihood Support– the objectives are to: a) improve household's food and nutrition security through well facilitated investments in smallholder agriculture production and off-farm activities; b) stabilise food consumption of households returning from refugee and displacement camps in the Project area, and to strengthen the resilience of female-headed households and the youth by providing cash for Labour-Intensive Public Works (LIPW) that create supportive and productive community assets for livelihood investments; and c) improve rural access and services through investments in climate resilient community infrastructure that are strategic and aligned to households' livelihoods support identified under Component 1. Strategic investments could include water for production and *ecological (green) infrastructure* and improvements to community access roads. SSLRP beneficiaries will access aggregation centres and markets under the AFDB (AMVAT) investment. The outcomes for Component 2 would be 'improved access to productive assets, services and climate resilient infrastructure'.

Component 3: Project Support and Capacity Building– will support effective implementation of the CDD approach and addressing systemic capacity gaps identified through a Systems and Capacity Needs Assessment. Component 3 will also strengthen capacities of GoSS staff at the State and County levels, to facilitate participatory planning and development processes and support the development of a Cooperative Development Policy and Rural agriculture Finance Policy. Capacity building activities will not only contribute to effective project implementation but will also increase the likelihood of sustaining successful project interventions.

Theory of Change – In post-conflict situations, rural communities have very limited access to productive infrastructure, assets and public and/or private services. In such situations a CDD approach is the most effective, as it empowers communities to prioritise investments based on local needs, economic threats and opportunities, whilst promoting social cohesion and facilitating social inclusion. SSLRP will therefore empower communities to inclusively identify their main constraints and prioritize solutions through development of CDPs that promote private and public investments into productive agriculture-based livelihood opportunities.

The underlying assumption is that the target communities, including returnees, are not able to produce sufficient quantities to achieve food security, produce a surplus to sell, or to consume a balanced and nutritious diet. Communities and households remain vulnerable to climate change and have limited adaptive capacity to manage these shocks. Poor road infrastructure complicates the transportation of farm inputs and produce; and limits farmers ability to diversify the household food basket with market-sourced foods. Given the post-conflict context of the country, the bulk of the existing donor support to the rural population is mostly focussed on humanitarian assistance, rather than long term sustainable development.

SSLRP therefore seeks to bridge the humanitarian-development gap, by supporting recovery opportunities anchored in the agriculture sector that will promote livelihood development, peace and stabilization. SSLRP's goal and development objective will be achieved through a set of activities that will address constraints to agricultural productivity enhancement and livelihood improvement. Such activities include: a) increasing access to productive inputs (improved seeds, extension and mechanisation services); b) improving postharvest handling and storage; c) developing climate smart agricultural infrastructure; d) increasing market linkages; and e) creating stability and stabilization through temporary jobs for the youth in infrastructure construction. Climate resilience, especially soil and water-focused interventions, will be considered as strategic investments given the impacts of adverse weather conditions on livelihoods. Social inclusion of women and youth will be mainstreamed across project interventions with specific quotas and interventions based on self-targeting. The project will be implemented through a conflict sensitive approach that will facilitate adaptive programming and crisis modification, if needed. Achievement of household nutrition and women's empowerment are key outcomes tracked in the logframe.

These interventions will result in: a) diversified and increased volumes of crop and livestock products which will increase consumption of more nutritious and healthy food; b) construction of climate-smart infrastructure that reduces the effects of heavy rainfall events and floods on livelihoods and market access; c) diversified enterprise opportunities in processing, d) improved access to nutrient dense and climate-resilient crop production and e) greater community cohesion and stability. By working to improve productivity, capacities and livelihood opportunities, SSLRP will contribute to poverty reduction and local economic development in the project areas. Considering that the African Development Bank (AfDB) will provide parallel financing to complement SSLRP (see project costs and financing), SSLRP beneficiaries will access aggregation centres and markets under the AfDB investment.

Capacity building of central and de-centralised GoSS institutions will be critically important, not only to ensure effective and efficient activity implementation, but also to increase the likelihood of sustaining successful interventions, and to strengthen the policy framework for agriculture transformation in the country.

Project Implementation Arrangements – The two technical components will be implemented through a consortium of NGOs led by VSF-Germany together with Action Africa Help International (AAH) and Save the Children, *thereafter referred to as the Implementing Agency (IA)*. A Framework will provide guidance on the roles and responsibilities of the Consortium partners, taking into account their respective comparative advantage and collective strengths. VSF will lead overall implementation and enter into agreements with the other two NGOs. Save the Children will focus on mainstreaming themes i.e. social inclusion, gender and nutrition, while AAH will work on community development.

SSLRP will be supported by: a) an oversight structure of two existing GoSS bodies, the National Technical Committee (NTC) which will provide *technical oversight* and National Advisory Committee (NAC), whose responsibilities will be to provide overall *policy and strategic* guidance and approve AWPBs and other critical reports; and b) a Project Coordination Unit (PCU) that will be responsible for overseeing project coordination, monitoring, contracting and supervision of the IA and also implementation of Subcomponent 3.2 on capacity development. The IA will work closely with the PCU and the target States and Counties during activity planning and implementation to ensure consistency with State and County development agendas. The IA may work through local partners and service providers, as well as government frontline extension agents, where they exist.

Project Costs and Financing – Total project costs are estimated at US\$17.9 million over a 6-year period. IFAD will fund 54 percent of the project costs through an investment of US\$ 9.8 million. This is split into a loan (20 percent) on highly concessionary terms and a grant (80 percent). The project total costs include the allocations for mainstreaming themes (such as 41 percent (USD 4 061 000) for climate change adaptation-related activities). The African Development Bank (AfDB) will fund, on a parallel basis, through the Agricultural Markets, Value Addition and Trade Development Project (AMVAT) in Kajo-Keji, Terekeka, Magwi, Torit and Bor Counties amounting to US\$ 5.6 million or 31.9 percent of the total costs. IFAD is also in dialogue with the Dutch for potential additional financing for SSLRP in 2021.

Project Costs by Component and Financier

Project South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)

Components by Financiers

**Compre
(USD '000)**

Go 88	Beneficiary Contribution								Total	%
	IFAD Grant		IFAD Loan		AfDB Parallel		World Bank			
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	
245	8	1,145	38	285	10	1,332	44	3,009	11	
		867	54	217	13	530	33		1,614	9
245	5	2,013	44	508	11	1,862	40		4,623	21
		867	80	163	15			54	5	1,084
1,124	18	2,263	36	767	12	1,282	21	807	13	6,243
1,124	15	3,130	43	930	13	1,282	18	861	12	7,327
		867	46	157	6	1,174	45		2,641	15
145	4	1,534	46	310	9	1,348	40		3,336	19
231	4	2,758	46	467	8	2,522	42		5,977	30
1,600	9	7,900	44	1,900	11	5,666	32	861	5	17,927

Project Benefits – with the CDD approach, the exact number and type of subprojects that will be funded cannot be determined at the design stage, as these will be decided by the beneficiary communities. The project has however identified a representative list of enterprises which will be used by the beneficiaries as a menu, in line with the facilitation approach. From analysis and applying a prudent adoption rate of 60% the Economic Rate of Return (ERR) is estimated at 24 percent with the Net Present Value (NPV) of USD 39.3 million, which confirms the economic viability of the investment. The main expected benefits include: a) increase in yields by 25 percent for sorghum, maize and groundnuts; b) increase in income from sales for off-farm livelihoods and from added value in processing; c) infrastructure efficiency gains - improved access to markets and improved access from feeder road construction and/or rehabilitation; and d) short term job creation and increased incomes for the youth [4].

Summary of the Integrated Project Risk Management Matrix (IPRM)- Overall the main risks for SSLRP relate to the country being in the early stages of peace and state building, with critical policy, systems, institutional and capacity gaps, most of which have been mitigated by implementation through Third Party Implementing Agencies. The risks factored in the sensitivity analysis of the EFA include climate shocks, security and conflict, and the macroeconomic context. The project may also be impacted by exogenous factors such as the overall macro-economic context, with market volatility and inflation, which may impact on the Government's ability to mobilise counterpart funds. Climate and weather factors present major risk, especially flooding, and the potential of localised conflict. IADP is therefore designed to respond to these risks and presents mitigation measures embedded within the framework of the project.

Exit Strategy and Sustainability – By virtue of its CDD implementation approach, sustainability is inbuilt, as communities will be in full control of the entire process, from identifying the factors constraining productivity and livelihood improvement, to prioritising interventions and to overseeing the process of implementing the agreed activities meant to address the limitations. They will be capacitated to plan, operate, maintain and monitor subprojects, and eventually assume total responsibility for these infrastructure. In addition, beneficiaries will be expected to provide in-kind contribution towards CDPs financing income generating activities – about five percent. The level of recovery/resilience, especially at the returnee households, through temporary employment opportunities will be critical for stabilizing food consumption and enabling the beneficiaries to rebuild assets and economic activities, and participate in core SSLRP interventions.

SSLRP's exit strategy is strengthened by the fact that government structures at the National, State and, especially, County (Payam and Boma) levels will be involved from the onset in AWPB preparation activities, overseeing activities and monitoring progress. Capacities of government institutions will be strengthened to ensure effectiveness, and the process of institutionalising SSLRP activities will be initiated from the very beginning of project implementation. The integration of Government extension agents will also serve as part of the exit strategy at project completion.

Environment and Social Category – SSLRP's Environmental and Social categorisation is B; this is based on the nature of expected activities under each of the two technical components. Given the size of the project and the scale of the expected interventions, significant and irreversible environmental and social impacts are not expected. But, any potential negative impacts will be addressed through the Environmental and Social Management Plans (ESMPs) and other mitigation measures. Based on the categorization, Environment and Social Management Framework (ESMF) is prepared and annexed with the PDR. Furthermore, ESMPs will be prepared for the subprojects based on IFAD and GoSS' screening criteria. Nonetheless, most of the impacts would be localized to the project sites, short term in nature and, most importantly, manageable or reversible through the proposed mitigation measures.

Climate Risk Classification – SSLRP is classified as Moderate. Accordingly, the Climate Risk and Vulnerability Assessment Report is annexed within the SECAP Review Note. The report is prepared, based on the GEONODE climate vulnerability assessment tool and dashboard, specifically prepared for SSLRP.

Implementation Readiness Plans – To reduce implementation/start-up delays, a draft AWPB, and the associated Procurement Plan, as well as the Project Implementation Manual (PIM) have been prepared as part of the design. The proposed lead IA by GoSS, VSF-Germany, is an NGO previously vetted by IFAD for the receipt of RPSF funds. Both a Financial Management and a Procurement assessment have been carried out and the IA was granted funds under the RPSF. Also provided is a due diligence for procurement aspects.

The Terms of Reference for a number of critical start-up activities, including the County Profiles, have already been prepared and included in the PIM, to expedite the recruitment of consultants during the first few months of implementation. IFAD will provide Technical Assistance (TA) to the PCU to ensure adequate capacity to provide the coordination role and to meet IFAD's reporting requirements in a timely manner. During the start-up period, IFAD will work with GoSS PCU and the IA to ensure full compliance with IFAD's Client Portal (ICP). This will be critical to ensure effective implementation by the IA, and administration of the funds by IFAD considering that low thresholds (US\$20 000) will be applied for IFAD's prior review of procurement activities, and direct payments to service providers are expected. Implementation of the project will be guided by scenario based planning, underpinned by conflict scans, which will inform mission plans, Annual Work Plan and Budget (AWPB) and sequencing of project activities. Where conditions are not conducive for physical IFAD missions, remote supervision guidelines will be deployed, and complemented by Third Party Monitoring for verification, and a long term consultant to provide implementation support. Where IFAD missions are possible, strong engagement with FAO will be established, to take advantage of FAO's significant logistics capacity in South Sudan.

1. Context

A. National context and rationale for IFAD involvement

a. National Context

1. *Political and Economic Context* – the Republic of South Sudan (hereafter referred to as 'South Sudan') is a landlocked resource-rich country in Eastern Africa. South Sudan is the continents' youngest nation and was created in July 2011 when it seceded from Sudan. It is the third most fragile state in the world after Yemen and Somalia^[5]. Its fragility is characterized by conflict, displacement of people and resulting food insecurity. The prolonged civil war was driven by historical, political, social and economic marginalization, resulting in tensions due to ethnic divisions, corruption and power struggles. With the formation of the new government in February 2020, South Sudan has entered an important transition phase, from conflict towards peace and the initiation of economic recovery. With the establishment of the revitalized peace agreement, the displaced population is returning, albeit with limited physical and financial assets, poor public and private service coverage.
2. However, conflict remains one of the social challenges in South Sudan. The country has experienced armed conflicts, at different times, since 2013. This has caused death and immigration and migration of South Sudanese as well as economic and social destructions. But, regarding project-induced conflicts, efforts will be made to work towards conflict avoidance through the provision of quality service and public participation. Close collaboration with the different partners operating in South Sudan will be critical in anticipating, monitoring and mitigating conflicts. In addition, a Grievance Redress Mechanism (GRM) has been prepared. The target group engagement strategy, inclusive of the GRM, will ensure the participation of communities in planning, implementation as well as Monitoring and Evaluation (see Section M of this report).
3. The country's population is 12.3 million (50 percent male, 50 percent female) with 85 percent living in rural areas. In 2016, 83 percent of the population lived below the poverty line^[6]. As of 2019, with an index of 0.433, the country ranked 185 out of 189 countries in the Human Development Index (HDI).^[7] had a life expectancy of 57.9 years, average of 5.3 years of schooling and a Gross National Income (GNI) per capita of US\$963. With less than 13 people per square kilometre, the population density is one of the lowest in Africa.
4. *Economy* –According to the World Bank's Doing Business 2020, South Sudan ranks 185th out of 190 economies, due to insecurity, poor road infrastructure, lack of crop storage, and lack of agricultural market infrastructure. Value addition is constrained by lack of raw materials, lack of power, lack of skilled workers, and lack of finance.^[8] Transparency International ranked the country 179 out of 180 in its corruption perception index^[9]. The economy has had negative GDP growth for five of the past seven years^[10] due to conflict and economic shocks around oil prices and monetizing the debt. Despite moderate levels of external debt, South Sudan

remains in debt distress due to the combined impact of conflict, decline in global oil prices and high levels of fiscal spending. While inflation has declined, food prices remain high; the cost of the minimum expenditure basket increased by 489 percent between May 2016 and May 2018^[11]. Despite its natural resource endowment, Foreign Direct Investment (FDI) has been volatile in the face of insecurity and was, in fact, negative in 2016 and 2017^[12].

5. South Sudan's economy has rebounded during 2018-19, with a growth rate of 3.2 percent after contracting for four consecutive years since 2014/15^[13]. The recovery is attributed to: a) improvement in the oil and mining sectors and b) economic dividends from the peace agreement, leading to a recovery in non-oil sectors. This notwithstanding, the impact of COVID-19 is expected to have a negative impact on the country's economic outlook with growth projected to decline to -3.2 per cent in 2021^[14]. The country's general inflation rate fell to 24.5 percent in 2019 from 83.5 percent in 2018. The central bank commitment to reduce monetization of the fiscal deficit will continue, with resulting inflation predicted to decline further to 16.9 percent in 2020 and 9.7 percent in 2021^[15].
6. The COVID-19 pandemic is a serious threat to livelihoods in an already fragile context in South Sudan. Specifically, concerns remain on the direct impacts of COVID-19 on the food and nutrition security of at-risk households, who are likely to lose income for food purchases due to containment measures or shift expenditures to health care costs if infected. The first case of COVID-19 was confirmed on 5 April, 2020. In order to facilitate a structured response to the pandemic, the government formed a COVID-19 National Task-Force in the country on the 20th of March 2020, under the leadership of the President of the Republic. Through the National Task-Force, the government adopted containment measures that have since led to a total lockdown for 21 days, which was lifted in early May 2020.
7. Following the lifting of the lockdown in May 2020, the Transitional Government of National Unity of South Sudan developed the South Sudan National COVID-19 Response Plan, which proposes an integrated national preparedness and response plan with special focus on vulnerable populations. The ongoing lockdown in neighbouring countries, as well as global lock-down measures are already having a significant impact on food supply chains in the country due to the over-dependence on external markets for goods and agricultural produce and the significant infrastructure gaps which deter the movement of food across the country.
8. **Conflict situation:** Conflicts in South Sudan are attributed to political insurgency with isolated inter-communal and inter-ethnic clashes over cultural and dwindling resources exacerbated by climate variability and change. South Sudan was drawn into a devastating conflict in 2013 following political disputes that overlapped with ethnic tensions. Social exclusion from political and economic participation due to ethnicity has exacerbated conflict, promoted violent confrontations, resulting in loss of human life. Poverty also plays in the vicious violent ethnic conflicts in South Sudan as amongst the marginalized ethnic groups, communities clash over access to water and grazing lands. Additionally, disagreements over administrative boundaries is common in Kajo Keji and Magwi, which share the border with Uganda. The high bride price encourages cattle raiding especially in Terekeka and Bor. Bor has especially been host to some large cattle raids and intercommunal tensions. Also, tensions between neighbouring communities of Bor and Pibor have been long-standing and is reflected in cattle raids and the abduction of children, with attacks being reported as late as December 2019.
9. Widespread communal conflicts cause human and livestock displacement and disruption of crop production activities making households to be perpetually food insecure with weak resilience. Severe challenges in protracted conflict areas include early depletion of household food stocks, dysfunctional markets, loss of livelihoods, and displacement.
10. *Food and nutrition insecurity*— food availability and access remains a challenge due to the country's prolonged conflict, disruption of agricultural value chains and displacement of people. With the establishment of the revitalized peace agreement, the displaced population is returning, albeit with limited physical and financial assets, poor public, and private service coverage. The situation is affected by seasonal flooding, crop pests and diseases, including the invasion of Desert Locust, effects of COVID-19, livestock diseases, and prolonged dry spells. Returnee households experience food insecurity, have limited opportunities for income generation and asset accumulation, and have restricted social and economic mobility.
11. *Smallholder Agricultural and Rural Development Context*— agriculture is the main engine of growth and economic development in rural areas, accounting for 90 percent of rural livelihoods in South Sudan. However, the country's high potential of agricultural production has not been fully utilized to feed its own people.
12. *Crops* – the country is resource rich, with fertile soils and abundant water supplies from the Blue and White Nile rivers. It has a land area of 648,000 km², of which 75 percent is suitable for agriculture and 50 percent is highly suitable for crop cultivation. Currently, agriculture is dominated by low-productivity subsistence farmers, cultivating on average, one ha. Many smallholder farmers own land but are unable to invest in farming. In addition to conflict and insecurity, crop production is constrained by: a) pest/crop diseases; b) limited use of quality inputs; c) limited availability of trained extension service providers; d) limited agricultural research; e) limited irrigation; f) inadequate knowledge; g) inadequate marketing and transport infrastructure and services; h) inadequate rural financing due to poorly organized rural financial institutions; i) poor post-harvest and value addition infrastructure and storage; and j) shortage of labour and mechanization.
13. *Livestock* –the livestock sector contributes 13.6 percent to the economy^[16]. Livestock (cattle, goats, sheep and poultry) represents a significant proportion of agricultural activity in the country. There are an estimated 12 million cattle, 14 million goats and 13 million sheep in the country. Livestock production, especially cattle, is undertaken in the arid and semi-arid zones of the country. Livestock systems are either nomadic pastoralism or agro-pastoralism. For most household's financial capital is held in the form of livestock and traditional social support systems are based on livestock transactions. Livestock are sold for cash, slaughtered for cultural practices, bartered for grain, used as payment for penalties, and given for dowry.
14. *Fisheries* – The fisheries sector provides an important source of food security and livelihoods and employment for women and youth. The country has a vast wetland area covering 112,880 ha, with an additional 2.6 million ha during seasonal flooding. The wetland area between Bor and Malakal, known as the Sudd, hosts over 100 species of fish. Formed by the White Nile, the Sudd swamps covers 15 percent of the total area of South Sudan. The current potential for fish harvest in the swamps is estimated at 90,000 tonnes per year, and possibly up to 140,000 tonnes per year. The estimated potential annual catch for the whole country is about 220,000 tonnes. However, current reported annual fish landings is estimated at between 90,000 and 100,000 tonnes; less than 50

percent of the potential. Challenges facing the subsector include lack of supporting infrastructure, inadequate and inappropriate fishing equipment and difficulty of transportation between production and consumption areas.

15. **National Strategies and Policies on Smallholder Agriculture, Rural Poverty Reduction and Enhanced Food Security and Nutrition** - GoSS' overall development vision, related goals and strategy are articulated in the South Sudan Development Plan (SSDP)[\[17\]](#) and implementation framework, the South Sudan Development Initiative (SSDI). Investment in agriculture is guided by the Comprehensive Agriculture Master Plan/Irrigation Development Master Plan (CAMP/IDMP) 2015–2040. South Sudan also has a National Nutrition Policy and has been a member to the Scaling-Up Nutrition (SUN) Movement since 2016. It has a gender policy and many policies and laws incorporating gender perspectives but its laws and regulations are not implemented, and others are still in draft form.
16. The Public Financial Management and Accountability Act, 2011 guides the country's Public Financial Management (PFM) architecture. The act has a clear stipulation of accountability, preparation, audit and examination of accounts functions. South Sudan adopted the Public Procurement and Disposals of Assets Act, 2018, and the Regulations for 2006 which came to effect on 12th September 2006. Because the 2018 Act is newer than the 2006 regulations, there is a need to update the procurement regulations to fully align them with the Act. In addition, the 2006 regulations conflict with Procurement Guidelines of most International Financial Institutions (IFIs). Accordingly, the majority of IFIs make use of their own procurement rules and guidelines and not the country's system. Therefore, there is a great need for building the country capacity in the area of public procurement regulations, processes and procedures.
17. In 2006, the Government published an official Aid Strategy outlining the process for coordinating and aligning development assistance in South Sudan. The strategy, which was reviewed in 2011, stipulates that development assistance should be government-owned and led, aligned with government policies as set out in the SSDP and Budget Sector Plans (BSPs) and use government systems and institutions for PFM, policy and service delivery, including at the State level. However, with the resurgence of the civil war in 2013, the donor community stopped using government systems for PFM. Donors opted to implement and finance projects via the following ways: a) through International Non-Governmental Organizations (NGOs); b) using United Nations Agencies; and c) a hybrid arrangement where the roles and responsibilities were divided between the Government and NGOs or UN Agencies as implementing partners.
18. Since 2013, GoSS has received support from different development partners to improve PFM capacities in: a) building state capacity and accountability at the Central, State and County Governments; b) improving aid coordination in support of the country's PFM systems; c) assisting the Ministry of Finance and Economic Planning in developing accounting and auditing legislation; and d) strengthening the ability of government to sustainably expand the domestic resource base and efficiently allocate these resources in a transparent and equitable manner for service delivery.

b. Special aspects relating to IFAD's corporate mainstreaming priorities

19. *Gender* - South Sudan has a Gender Development Index (GII) of 0.839; it is a patriarchal society that keeps strict gender norms and rigid gender roles. Female-headed households are also more food insecure than male-headed households and poverty is more prevalent in their households (44.5 percent)[\[18\]](#) than in male-headed households (38.3%). Women in South Sudan encounter numerous barriers (e.g. social, cultural, economic, legal, political, and institutional) in relation to their participation in public affairs. Accounting for 60.2 percent of agricultural labour, women play an important role, but their access to productive assets is limited. Gender based violence is still prevalent and occurs as domestic violence, early and forced marriage, and the abduction of women and children during cattle raids. South Sudan has the worst literacy rate in the world with approximately 80 percent of people in the country unable to read and write[\[19\]](#). Women represent the majority (81 percent) of this group, with only 19 percent above 15 years literate. Other than structural and socioeconomic factors, socio-cultural perception further contributes to these rates. Most girls drop out of school due to early marriage or to provide farming labour at home.
20. *Persons with Disabilities* (PWD) – Persons with disabilities in South Sudan face significant social and political exclusion and are among the most marginalised in society[\[20\]](#). They tend to be more illiterate, unemployed and less productive than their peers without disabilities. Furthermore, households headed by an individual with disability are 38% more likely to live in poverty than households headed by an individual without disability. Finally, there is limited capacity within the government structures to respond to medical, educational and mobility needs of persons with disabilities.
21. *Youth* - the youth (15-35 years) comprise 70 percent of the population; the youth literacy rate is 27 percent[\[21\]](#). Youth employment is dominated by low-productivity, unremunerated/under-remunerated work. About 60 percent of employed youth are in the agricultural sector, primarily subsistence farming and raising livestock. Unemployment challenges affect both male and female youth; the impact on female is higher. South Sudanese youth lack technical skills in general but 60% of those who do not go to school are women. Poverty and social norms related to e.g. early marriages force girls to drop out of school. Faced with lack of opportunities in rural areas, and difficulties in accessing productive resources, youth migrate to urban centres where they engage in low-paying jobs in the informal sector. The South Sudan Youth Development Policy (SSYDP) was developed in 2013 but since then, it has not been passed into a final policy. Thus, no accountability framework for youth. Youth employment in general, and in the agro-pastoral sector, could be a major opportunity for poverty reduction, and the preservation of cohesion and social peace in South Sudan.
22. *Nutrition* – Global Acute Malnutrition (GAM) at the national level is at 12.6 percent; 2.4 percentage points short of the critical phase (15 percent) of malnutrition. On the other hand, the national stunting rate is 15.1 percent (Central Equatoria and Eastern Equatoria had rates above the national average at 30 percent and 23 percent, respectively). Several aggravating factors that affect high malnutrition rates include: a) high morbidity rates; b) poor quality of diet with only 4 percent of children achieving the required Minimum Acceptable Diet (MAD); and c) low Women Dietary Diversity. The other aggravating factor is flooding that contributes to internal displacement in some locations, disrupting households' livelihoods and access to clean water. Malnutrition is also correlated with food affecting availability and access.
23. Households headed by women face higher risks of food insecurity and malnutrition exacerbated by larger consumption gaps compared to male headed households. These women are also unable to assure optimal nutrition to household members due to

heavy workload. This results in poor care and feeding practices (inadequate breastfeeding and weaning, food preservation and storage, mother's education level, and poor access to life skills and nutrition education). This negatively impacts child nutrition. The effect of early age at marriage and age at first birth on women nutritional status is significant and is linked to maternal malnutrition and anaemia; a factor in fetal growth restriction.

24. *Climate and Environment* – The country has extensive areas of arable land, grasslands, wetlands and tropical forests. Its natural assets include significant agricultural, mineral, timber and energy resources. The climate is mostly hot and dry, with seasonal rains that allow for two or three harvests a year in the country's southern green belt. Although South Sudan contributes very little to global greenhouse gas emissions, it is highly vulnerable to the impacts of rising temperatures and increased rainfall variability due to climate change, since pastoralists and farmers rely heavily on seasonal rains. Indeed, according to the 2017 Climate Change Vulnerability Index, South Sudan ranks among the five countries in the world most vulnerable to the impacts of climate change. The population of South Sudan is extremely vulnerable to the impacts of increased warming and unpredictable and reduced rainfall, given its fragile state and its extreme dependence on rain-fed subsistence agriculture. A warmer climate and drier weather have food security implications, reducing crop harvests and pasture availability and intensifying the impacts of droughts and floods.

Other SECAP Considerations

25. *Child Labour* – South Sudan is characterised by high rates of child labour with 46 percent of 10-14-year-olds spending at least some time each week performing economic activity. Over 60 percent of the working children are in the agriculture sector. The Southern Sudan Child Act sets the minimum age for the admission of a child to paid employment at 14 years, but set a lower minimum age of 12 years for light work. Children's involvement in economic activity is associated with compromised education.
26. *Returnees* – improvement in the security situation has seen the influx of returnees from abroad, with 70 percent intent on remaining permanently. Although 90 percent own land with no major access barrier, they lack the productive assets (seeds and tools). They lack reliable livelihood opportunities and are involved in menial jobs mainly in providing farm labour.

c. Rationale for IFAD involvement

27. Like many development partners, IFAD disengaged from supporting GoSS due to the civil war. The Peace Agreement and the subsequent formation of the Government of National Unity have ushered in a reform agenda geared towards establishing the building blocks for economic growth, peace and stability and strengthening livelihoods of the rural communities. The Peace Agreement has motivated the return of the displaced population, with most settling in Eastern Equatoria[22]. The returnees are faced with conditions of limited physical and financial assets and weak public and private service coverage. Agriculture and rural infrastructure are dilapidated with seasonally impassable community access roads, and inefficient and expensive transportation from farm to storage facilities and markets. Irrigation and water harvesting technologies are inadequate, with poor post-harvest and value addition. Climate change impacts are resulting in more frequent heavy rainfall events, increased seasonal flooding and crop/livestock pest and disease outbreaks.
28. Despite the formation of the Government of National Unity, the context remains fragile with localised inter-community conflict driven by competition for natural resources, adverse weather conditions and flooding. The main risk is the resumption of instability if the peace deal fails. It is therefore critical that efforts towards re-integration of the rural population into viable livelihood opportunities are given priority, as an important strategy towards the sustenance of the peace agreement.
29. IFAD's only prior engagement in South Sudan was through the South Sudan livelihood Development Project (SSLDP), which ended prematurely due to the security crisis in the country. SSLDP provides valuable lessons that have informed the design of SSLRP including: the critical importance of rural infrastructure as the main enabler for farmer access to markets and services; need to implement through third parties, strength of community driven development and critical importance of addressing socio-cultural issues during implementation.
30. There is significant evidence that Community Driven Development (CDD) is the most effective approach to empower communities, especially in post-conflict countries[23]. CDD enables flexibility to respond to the scale and nature of community needs in diverse local conditions. IFAD has had extensive experience working with the CDD approach, which focuses on empowering rural poor people and their local institutions to articulate their needs and shape the development agenda in their respective communities. In the implementation of SSLDP in South Sudan, CDD approach has been instrumental in providing access to infrastructure and services to poor and marginalized people while, at the same time, giving them agency.
31. Different experiences have confirmed the validity of the CDD approach in supporting social and economic empowerment. In Ethiopia, the Pastoral Community Development Programme (PCDP III) phases empowered communities to determine the investments under the Community Investment Fund, the Western Upland Poverty Alleviation Project in Nepal allowed for a stronger and more effective focus on the ultra-poor and the very poor through the Community Investment Plan (CIP) approach. According to IFAD-IOE (2019) Evaluation Synthesis on IFAD's support to community-driven development[24], CDD projects have helped in rehabilitating infrastructure and have provided significant employment benefits to the local population in conflict and post-conflict countries.
32. IFAD's re-engagement in South Sudan will be anchored within the framework of the Funds' support to countries in fragile situations, with a focus on bridging the gap from the humanitarian to development nexus. SSRLP will use a Community-Driven Development (CDD) approach, linked to the elaboration and implementation of inclusive Community Development Plans (CDPs), that identify priority production and infrastructure investments needed to address climate change adaptation, and provide viable and sustainable livelihoods for the target rural communities. In alignment with the GoSS Comprehensive Agriculture Master Plan (CAMP) and IFAD's Country Strategy Note (2021-2022) SSRLP will focus on re-establishing livelihoods for rural communities, focussing on returnee households, young people and women. It will strengthen the resilience of rural communities to emergency and crises and by increasing local agricultural production and availing livelihood opportunities, it will complement the peace-building process.
- 33.

B. Lessons learned

34. Lessons have been sourced from the last IFAD-supported project in South Sudan, from other countries and from similar/related projects financed by the GoSS or its development partners. These lessons are:
- Where fragility, limited institutional capacities, limited availability of rural service providers and inadequacy of coordination mechanisms occur, a Third Party IA is an ideal solution. In South Sudan now all International Financing Institutions (IFIs) are using Third Party IA, either a United Nations agency or an international NGOs, with GOSS providing oversight. Similar arrangements will be used by SSLRP;
 - When localised crises interrupt people's lives, 'crisis modifiers' may be critical to enable early action and rapid response to protect development gains. In 2015, DFID implemented the Building Resilience to Climate Extremes and Disasters (BRACED) programme, which proved useful in managing conflict-related displacement in Burkina Faso, Mali and Niger and provided a practical means to reduce the impact of a crisis on beneficiaries and protect resilience trajectories;
 - Integrated rural development approach in which smallholder agriculture is supported by other related services like water, feeder roads, education, and engaging participation of the beneficiaries enables the growth of social capital between communities but also strengthens vertical engagements with Local Governments (LGs and the State, thereby: a) strengthens the process of state-community relationship through meaningful dialogue facilitated by Community Facilitators (CFs); b) empowers participating actors by reshuffling existing roles and responsibilities of actors in the private and public domains; and c) rekindles the focus on social protection by the state through provisions and allocations of intensive public works;
 - IFAD's IOE Evaluation Synthesis on CDD in IFAD Projects (2019) has found that, while the requirement for community contributions is useful to develop a sense of ownership, it needs to be limited to a level that all community members can meet; otherwise the more disadvantaged groups might not be able to participate. A high financial contribution, typically between 20 and 30 per cent, reportedly restricted access of the poorest to the assets built in several cases. Considering the context, SSLRP expects in-kind contribution by the communities at a level of 5 percent of the value of the CDP.
 - Recruitment of the IA prior to start-up will greatly minimise start-up delays^[25]. Identifying and procuring the services of an IA can be very protracted; this can result in a considerable delay of project activity commencement of up to one year. The identification by GoSS of a consortium of NGOs as IA for SSLRP will ensure efficient and prompt start-up of implementation activities;
 - Frontloading of infrastructure is critical for beneficiaries to: a) pilot its use; b) identify and solve challenges associated with its use and c) put mechanisms in place for the sustainable operation and maintenance of the infrastructure^[26]. SSLRP will frontload the sequencing of infrastructure activities;
 - Labour intensive public works (LIPW) creates temporary wage employment for the local community. For instance, in an IFAD supported project in Rwanda, "...1,500 women and 3,500 men had access to the periodic road rehabilitation and maintenance employment opportunities..."^[27]. Labour intensive public works will also be applied under SSLRP to create job opportunities and a source of income for the target local communities;
 - Productive infrastructure and institutional strengthening and capacity building are important for long-term sustainable agricultural/community development^[28]. This is the focus of Component 2 and Subcomponent 3.2 in SSLRP;
 - The location of community assets and infrastructure requires full transparency with the communities on the eligibility criteria and should be undertaken in a participatory manner involving community leaders to mitigate potential conflict and viability of the investments^[29]. SSLRP will use a Community-Driven Development (CDD) process to involve key community-level stakeholders in site selection, determination of investment areas and their involvement in operation and maintenance of assets;
 - In order to deliver services that are responsive to the agricultural and economic needs of the community, with a good outreach to poor women and men, it is critically important that local government: a) county council (largest administrative structure); b) Payam council; and c) Boma council and community institutions are engaged^[30]. Under SSLDP, Boma and County Development Committees (CDCs) proved to be the best entry points to reaching out to the target beneficiaries. SSLRP's CDD approach is consistent with this recommendation;
 - Women play a critical role in addressing household food security and nutrition goals^[31]. It is, therefore, essential to ensure that sufficient activities suitable for/oriented towards women are included in project design. In SSLRP, considerable efforts have been made to ensure women's effective participation in, and benefit from, planned project interventions.

2. Project Description

C. Project objectives, geographic area of intervention and target groups

35. The overall goal of SSLRP is to 'contribute to improved and resilient livelihoods among the targeted rural communities'. The Project Development Objective is to 'empower communities to participate in decision-making processes that will recover agriculture livelihoods, build household resilience and promote stability'^[32].
36. **Intervention Area** – SSLRP will be implemented in three (out of 10) States and five counties: Eastern Equatoria (Magwi and Torit); Central Equatoria (Kajo Keji and Terekeka) and Jonglei (Bor). The project will directly target 38,800 poor households (27 percent of the three states combined, approximately 225,040 people^[33]) of which 60 percent (135,024) will be women, 70 per cent youth (157,528). It is estimated that nearly 10 percent of the target population (22,504) will be returnees and that 24 percent of the households reached (9,312) will be women-headed.
37. **Geographic Targeting Criteria** – The target areas were jointly selected by GoSS and IFAD. Considering the high poverty index in all three states (92.5-Eastern Equatoria, 75.61-Central Equatoria and 98-Jonglei¹), selection was based on: a) food production corridors (Greater Equatoria accounts for 40 percent of the country's cereal production, while Jonglei has the highest livestock numbers and high levels of fishing); b) States hosting high numbers of returnees (the three States account for the highest concentration of returnees); c) potential to build on previous IFAD investments in Eastern and Central Equatoria and other development partners and d) stability and low risk of future conflict. Demographics of the Counties are presented below.
38. **Selection of Payams and Bomas (villages)** – Within each of the three counties, three payams will be selected. Selection of Payams

and Bomas will be done in consultation with the County administration and will follow the geographical criteria used in selecting the States and Counties. In addition, the following characteristics will be considered: a) be easily accessible to allow regular access to project team; b) Payams/Bomas from the previous SSLDP; c) Payams/Bomas where there are complementary investments by other partners (e.g. AfDB, WFP), etc.; d) ethnic balance; e) neighbouring areas to increase the project's impact, effectiveness and efficiency and project monitoring; and f) climate vulnerability assessment for Payams/Bomas with low to no adaptive capacity. The selection of Payams and Bomas will be done by the IA through a consultative process with the Local Government (Payam Development committees (PDCs) and Boma Development committees (BDCs). An elaborate community mobilisation and engagement plan will be developed to ensure social inclusion and full participation of the target beneficiaries. Community participatory wealth ranking will be applied in the selection of vulnerable households for participation in the cash for work scheme under LIPW.

39. **Target Group** – The primary target group are poor, food insecure smallholder producers engaged in fishing, cropping, and livestock production. Within these groups, there will be special emphasis on the inclusion of youth (70 percent), women (60 percent) and vulnerable groups, such as women headed households and returnees and persons with disabilities who will receive specific attention to facilitate their social integration in agricultural production and economic activities.
40. **Targeting Strategy** – The targeting strategy includes self-targeting, direct and community targeting approaches. As most of the interventions will be of interest for the target groups, *direct targeting* will be used to ensure social inclusion of women, youth and vulnerable groups (returnees and persons with disabilities) and community through quotas. *Self-targeting* will ensure that interventions respond to the needs and priorities of the target groups especially women, and communication and awareness campaigns will be carried out for this purpose. SSLRP will work with existing CBOs, identified through the County Profile, and will also seek to support the development of community groups. Existing groups that will be supported include VSLA's, agro-pastoral groups, crop production and enterprise groups. The project will support a range of enterprises that will be attractive to the different target groups e.g. Labour-Intensive Public Works (LIPW) for the returnee youth, nutrition interventions targeting pregnant and lactating women and children under 2 years. Special considerations will be made to address the inclusion of the most vulnerable social categories, such as returnees and persons with disabilities (these are described in more details in the Project Implementation Manual (PIM). Community participatory wealth ranking will be applied in the selection of vulnerable households for participation in the cash for work scheme under LIPW.
41. A total of **225,504 Food insecure smallholder producers** will be targeted (60 percent women and 70 percent youth), representing about 27 percent of the target population. The smallholder producers engage in mainly three livelihood activities: crop farmers, agro-pastoralists/pastoralists and fisher folks. SSLRP will improve the livelihoods of the smallholder producers by enhancing productivity (soil and water conservation, water for production and inputs), value addition (postharvest infrastructure), improved access to markets and inputs. The smallholder producers will organise themselves into CBOs with common interests (both private and public good). Beneficiaries will benefit from increased production of diversified foods of high nutritional value, reduced post-harvest losses and maintaining the nutritional quality of the food and nutrition education targeting both men and women.
42. An estimated **135,302 women will be targeted by SSLRP**. These include 24 per cent women and women headed households, within which 10% will be returnees. SSLRP strategy for the inclusion of women is geared towards women's collective agency, and improving their access and control of development resources. SSLRP will: a) promote women leadership and their representation in decision-making roles in community institutions; b) put in place specific quotas and ensure 30 percent of all grants are awarded to women only groups; c) use of gender sensitive approaches to trainings on literacy, financial literacy and community mobilisation; d) promote technologies that reduce the burden on women and enterprises that allow for self-targeting of women through the CDPs; and e) create awareness on gender-based violence. Village Savings and Loan Associations (VSLAs), which have about 90% women membership, will be considered as CBOs in the CDD process. CBOs will provide an entry point to train members in GALS and to improve the performance of the groups themselves and develop common areas of interest, address inequalities and strengthen mutually beneficial linkages. This will be achieved through empowering women and men, improve relationships, help households harness their collective potential, negotiate gender equitable decision making and workloads and improve nutrition. Although women are allowed to participate in farming and managing assets, land rights remain a critical barrier to women's empowerment. Access to critical resources such as land for women will be key targeting criteria and a pre-requisite to community selection. Through the CDDP facilitated process, communities will be facilitated to make collective commitments to safeguard not only access to land but also security of tenure, to incentivise women enterprises. This will be monitored over time.
43. Women will benefit from investments in vegetable gardening, small livestock and processing, and short term income through Labour-Intensive Public Works (LIPW). Technical support will be provided at the beginning of the project to the entire implementation team, including implementing agencies, to develop a *gender operational plan* that will incorporate measures and approaches to support this. Women will be provided with nutrition support, including training and awareness about nutrition, mentoring and support with Integrated Homestead Food Production (IHFP) production to increase dietary diversity, and focus on nutrient rich foods, such as legumes, fish, meat and poultry.
44. About **157,853 rural youth** (60% women) aged between 15 and 35 years will be targeted. These are unemployed youth and with low educational levels (Central Equatoria 32,453, Eastern Equatoria 70,125, Jonglei 54,950). This target group will include returnees (10%). The youth will be provided with *second chance learning opportunities* and job relevant skills to support start-up farming activities and service provision. Main interventions include: a) capacity building through entrepreneurship training, business skills and formal courses in Good Agricultural Practices (GAP); b) access to capital through investment grants; c) cash injection through participation in the LIPW (see Subcomponent 2.1 for details); and d) voice through representation on decision-making and coordination bodies, such as community committees. A selection criterion will be defined in the CDP and other guidelines to ensure that youth make up 60 percent of the CDP funded plans and 50 percent of Community Facilitators and GALs facilitators. SSLRP will include actions to contribute to the elimination of child labour by coordinating with child protection agencies, such as United Nations International Children's Emergency Fund (UNICEF) and enforcing no child labour policy within the project target areas. The policy will be informed by County Profile assessments that will be conducted to determine activities that are carried out by children among other things.
45. A total **16,331 returnees (Central Equatoria 15 percent, Eastern Equatoria 25 percent, Jonglei 1 percent)**– This will include 60 percent women and 70 percent youth. Although 90 percent own land with no major access barrier, they lack the productive assets

(seeds and tools). They lack reliable livelihood opportunities and are involved in menial jobs, mainly in providing farm labour. They will benefit through agriculture livelihood development (Component 2) and LIPW for short term employment gains. At least 10 percent of the CBO members will be drawn from the returnee's community. Women headed households will be included in the women target group.

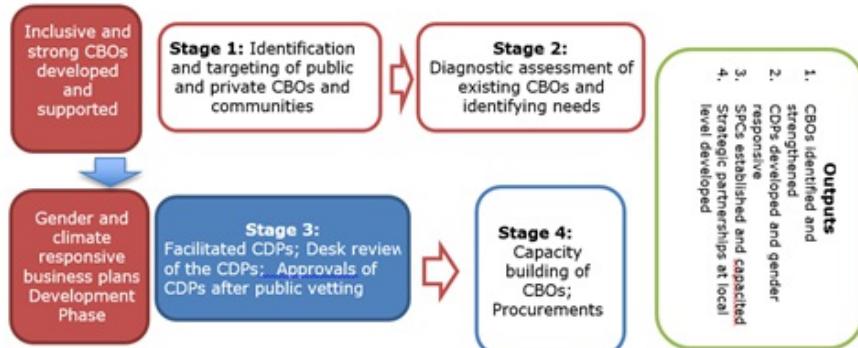
46. On **Persons Living with Disabilities (PWD)** They will be targeted through training and capacity building activities linked to service provision, income-generation and off-farm income opportunities, and voice in decision making. The PWDs will be integrated into project activities depending on the nature of their disability e.g. for community facilitation, agro-processing, labour intensive public works. SSLRP will define safe spaces (separate consultations) to enable them to voice their needs and concerns to be considered in the process of developing CDPs. While PWDs are an important vulnerable group, specific targets for this group will be assigned following county profiling exercise that will be conducted as a key start-up activity.

D. Components/outcomes and activities

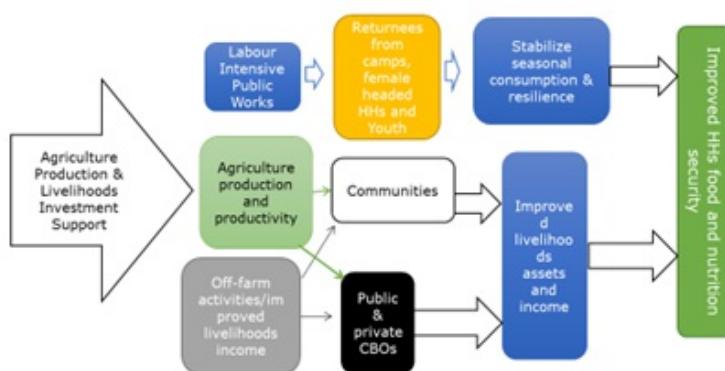
47. **Outcomes** – SSLRP has two main outcomes: a) communities and local public governing bodies are empowered to plan and implement investments that stabilize livelihoods and build assets at the household and community levels; and b) improved access to productive assets, services and climate resilient infrastructure.
48. **Components** – SSLRP's development objective will be achieved through the effective implementation of two technical components: 1) Community Driven Development Planning; and 2) Agriculture Production and Rural Livelihood Support. The third component, Project Support and Capacity Building, will build the capacity of GoSS to support implementation via an IA. Component 0, Disaster Risk Reduction and Management, aims at providing a timely response when adverse conditions e.g. weather extremes, conflict or calamities like COVID-19 pandemic occur.
49. **Component 0: Disaster Response and Risk Mitigation** – The objective of this component is to ensure that in the event of an environmental or man-made disaster that SSLRP can promptly reallocate resources from the other activities in support of the GoSS emergency response. Component 0 can only be triggered following the declaration of an emergency situation by GoSS, and/or in agreement of GoSS. This component will facilitate for '**crisis modifiers**', to enable early action and rapid response to crises that manifest in project areas, with a specific focus to *protect development gains made by SSLRP*. It will enable SSLRP to finance activities that may not have been foreseen in the design, but deemed critical to prevent the erosion of development gains, sustain resilience and strengthen the maturity of resilience outcomes attainable during the lifecycle of SSLRP. The component will be underpinned by continuous monitoring and identification of risks by the IA, which will in-turn formally notify the PMU for facilitation of decision-making by the oversight bodies. Funds would be reallocated from other components to support crisis modifiers through either Annual Work Plan and Budget modifications, or deployment of IFAD's Restructuring Policy.
50. **Component 1: Community Driven Development Planning** – This Component's objectives are to: a) build strong and inclusive CBOs that will serve as promoters and managers of socio-economic change; b) work with CBOs to develop climate and gender responsive Community Development Plans (CDPs), that respond to beneficiaries priorities; and c) identify strategic productive investments to enhance the effectiveness of the CDPs. The CDP process will be underpinned by the development of **County Profiles**, which will identify the key opportunities and constraints, market dynamics, community groups and their occupations, infrastructure gaps, and context for IFAD's mainstreaming themes. **County Profiles** will inform the preparation of the facilitation guides to ensure that the CDPs financed are economic, productive and address core IFAD priorities, such as nutrition. CDP development will be achieved through a guided facilitation process.
51. **Subcomponent 1.1: Build Strong and Inclusive Community Based Organizations (CBOs)** - For SSLRP, CBOs are the building blocks of rural communities' social capital, used as conduits for facilitating economic empowerment at the household and community levels. The core objectives of the subcomponent are to: a) prepare the County Profiles for each of the five Counties; b) recruit Community Facilitators and finalise the facilitation guidelines; c) strengthen existing CBOs; and d) support the emergence and capacity of new CBOs. The selection of Community Facilitators will take into account gender and conflict sensitivity. SSLRP will ensure that members of the CBOs will be diverse and representative of the different categories of people considered vulnerable found within the communities (women, youth, vulnerable households, etc.).
52. This subcomponent will target both existing groups and help to establish new CBOs, including, a) agro-pastoral field schools; b) VSLAs; c) youth enterprise groups; and d) community development committees, which will all be key proponents in the design, contracting, supervision and management of social and productive infrastructure and other development activities. CBOs will establish gender sensitive subproject committees which will be the main conduits to deliver training and capacity building, including entrepreneurship, gender training and nutrition education. The project foresees that strategic infrastructural investments, like feeder roads, will be jointly managed by village-level subproject committees comprising communities and public-oriented organisations (e.g. Boma Development Committees (BDCs), Payam Development Committees (PDCs)). The project will establish/strengthen an estimated 485 CBOs.
53. The County Profiles will be prepared in consultation with beneficiaries, development partners and local government authorities, and will provide core information on: a) existing infrastructure and soft (CBOs established, trained, etc.) investments; b) the status of IFAD's mainstreaming themes including climate and weather risk, gender dynamics, conflict and youth empowerment; and c) assist in the selection of project sites (Payams, Bomas - villages); identification of strategic investments that will be financed under subcomponent 2.2.; and overall gap analysis on the state of CBOs in the target Counties.
54. **Subcomponent 1.2: Development of Community Driven Development Plans (CDPs)** – this subcomponent will empower communities to identify opportunities for their economic empowerment and elaborate CDPs that will improve livelihoods, inclusive of increase overall levels of agricultural production and productivity (quality and quantity) in response to nutritional and identified market demands. Potential activities in this case will include provision of training, advisory services, etc.
55. Communities will be facilitated to develop CDPs through a five step process: a) Identification and targeting of public and private CBOs and communities; b) Diagnostic assessment of existing CBOs and identifying needs; c) Facilitated process to identify opportunities and develop gender and climate responsive plans that align to market demand and community nutrition and food

security needs; and d) approval of CDPs after public vetting; and e any relevant capacity building aligned to the CDPs. Complementary activities under this subcomponent will include: definition of capacity needs by each CBOs to be able to implement the CDPs; preparation of business plans for training of CIGs/CBOs; provision of tailor made *group training* in governance, management and community procurement; as well as training in gender and environmental mainstreaming; regular savings, book keeping and understanding of group by-laws.

Selection of CBOs and the CDPs processes



56. CDP preparation will require dedicated inputs of technical experts or subject matter specialists, including livelihood and nutrition experts, social inclusion, climate change, and conflict sensitivity, etc. These processes will be inclusive and interactive, responding to local context, including the demands of households. The CFs will ensure that the different categories of beneficiaries are engaged in the decisions and that technical experts provide credible guidance in the development of the CDPs in accordance with the menu of legible activities.
57. **Component 2: Agriculture Production and Rural livelihood Support**-This component will finance approved CDPs developed under Component 1, and strategic investments identified through the County Profiles and the CDPs. The types of activities to be financed include: a) labour intensive community civil works; b) agriculture production and increased productivity of households; c) off-farm income generating activities such as processing; d) strategic infrastructure for increased market linkages; and e) skills enhancement for young people to provide agriculture advisory services. For the non-farm livelihoods, support may include enhancing productivity of local employment, improving artisanal skills, improvement in rural infrastructure, reducing postharvest losses, promoting market linkages, etc. From CDPs developed under Component 1, SSLRP will provide grants that will cover most costs associated with the CDPs generated. However, in-kind contributions, such as part of the production costs (labour, cost of land and contribution towards farm inputs) will be considered as counterpart financing from all the beneficiaries at a modest level of 5 percent of the value of the CDP. The expected results from these targeted investments and services articulated in the CDPs include: a) increased physical access to markets, processing and storage facilities) strengthened environmental sustainability and climate resilience of poor rural people's economic activities; c) land brought under climate-resilient management; and d) communities receive nutrition support. The outcomes for Component 2 is 'improved access to productive assets, services and climate resilient infrastructure'.



58. **Subcomponent 2.1: Investments for Climate-Sensitive Agriculture Production and Rural Livelihoods**- Outputs: a) Labour-Intensive Public Works (LIPWs) CDPs – specifically targeting the youth and women. It will also target returnees that are settled in homesteads and seeking to recover their development activities; and b) improved household food security and nutrition by

supporting household incomes through diverse on-farm and off-farm livelihoods.

59. *Labour-Intensive Public Works* (LIPWs)- The objectives of this intervention include: a) create community assets of strategic value and that are complementary to the investments in livelihood options of the local communities; and b) temporary employment in LIPW. This will allow an estimated 2,600 returnee households (mostly youth and women) in the target area to stabilize consumption and recover livelihoods, to be to participate in the core livelihood initiatives under the project. This intervention will finance: a) the cash provision to the beneficiaries participating in the LIPW activities; b) capacity building at the community level for operations and management of infrastructure; and c) the equipment, materials, and semi-skilled labour needed to implement the LIPWs to the required standard and quality. The costs incurred by Counties and Payams in implementing this intervention will be covered under Subcomponent 2.2.
60. *Improved Household Incomes Support Activities*(IHISAs) - has two core support activities: a) smallholder agriculture investment support (SAIS); and b) off-farm support activities (OFFS). SAIS will target smallholder agriculture, including crops, livestock and fisheries with the view to improving household's food, nutrition and income security, both in the short and medium term.
61. *Objective of IHISAs* – These include: a) improved food security and nutrition of the targeted beneficiaries through improving and diversifying sources of households' livelihood incomes; and b) support development of demand driven livelihood skills for unemployed youth and the poor, creating opportunities for self-employment. The activities include: agro-processing and/or value addition to crops, livestock, fisheries and other natural products like shea butter and honey processing, etc. It also includes comprehensive skills development training and follow up mentoring support. Specific activities from off-farm activities will target the youth, female headed households, persons with disabilities and returnees.
62. CDPs will be funded through grants of up to US\$2,000 (in line with best practice in the country^[B4]) per CBO comprising a maximum of 15 households. The grant support will seek to increase the current area of land under cultivation, procure improved agricultural technologies and reduce postharvest losses, deliver of regular advice and support on agronomic practices and markets. It could also finance other alternatives that include: a) livestock/equipment for animal draft/tractor mechanization services; b) water harvesting; c) purchase of small-scale irrigation equipment; d) purchase of renewable energy; e) postharvest management equipment, etc. It is estimated that about 485 CDPs will be funded, and 30 percent of these will be women groups. Considering the homogenous nature of the rural population in South Sudan, selection of beneficiary groups will be guided by the targeting strategy elaborated above and in the PIM. *Elite capture* will be addressed by ensuring transparency and involving communities in decision making, including sensitization, selection of CDPs and validation by the village/community structures i.e. Payam Development Committees (PDCs) and Boma Development Committees (BDCs).
63. CBOs supported by SSLRP will benefit from aggregation centres and market infrastructure constructed by AFDBs AMVAT project in Jonglei and Eastern Equatoria (details are included in the PIM).
64. **Subcomponent 2.2 - Community Infrastructure to Support Production and Marketing** This subcomponent provides for community level infrastructure investments as follows: a) improving agricultural production; b) climate resilience; c) postharvest storage and processing; and d) access to inputs and markets. Infrastructure gaps will be identified through the County Profiles and validated through the CDP process. These infrastructure investments are expected to be complementary to the CDPs. Based on prior experience and considering the contextual analysis, it is expected that the CDPs will identify a range of community infrastructure needs within the following menu of options:
 - *Soil and water conservation*- includes terraces, contour bunds, check dams, gabions, side drains, etc. For optimal utilization of these infrastructure, they would need to be accompanied by investment in agro-forestry activities, such as establishing tree nurseries for selected agroforestry trees, shrubs and grasses;
 - *Water supply systems for improving production* such as: water harvesting structures; boreholes with solar pumping systems; small dams and valley tanks, incorporating sand filtration and solar pumped abstraction and, river/spring abstractions with pipeline distribution systems;
 - *Infrastructure to reduce postharvest losses and for processing* such as drying beds and sheds, storage facilities, de-hullers, processing mills, etc.; and
 - *Improving access to input and output markets*through improvement in degraded/eroded sections of rural access roads such as: alignment, widening and graveling of existing feeder roads; year-round water crossings; drainage improvements; and, short sections of road surface improvements.
65. For each of the developed facilities a management committee will be capacitated to manage the day-to-day operations and maintenance. The capacity building will be two-fold: a) capacity building in organization and management; and b) capacity building in the technicalities of operations and maintenance specific to the particular type/technology of facility.
66. **Component 3: Project Support and Capacity Building** – The objective of the component is twofold: a) to manage SSLRP in an efficient and effective manner by providing overall coordination to planning and implementation, financial management and control, procurement support, Monitoring and Evaluation, knowledge management, and progress reporting. It will ensure liaison with other relevant projects/programmes being implemented in the country that seek to address similar or related constraints; this would be aimed at taking advantage of existent synergies and avoiding duplications; and b) augment the capacity of government institutions to facilitate participatory planning and development processes. Accordingly, the component has two subcomponents: a) Subcomponent 3.1: Third Party Implementation Arrangements; and b) Subcomponent 3.2: Institutional Capacity Building and Policy Support.
67. **Subcomponent 3.1: Third Party Implementation Arrangements** – A third party IA, comprised of a consortium of NGOs led by VSF-Germany, has been selected by the GoSS (*further details are included in section K on Organizational Framework*). The IA will be responsible for all implementation of the core technical components (i.e. Components 1, 2 and 0 if deployed during the implementation of the project). The main responsibilities of the IA will be to: a) prepare and execute the Annual Work Plans and Budgets (AWPBs), implementation progress and financial reports for submission to the Project Coordination Unit (PCU) (for review, comment and onward forwarding to the oversight body (National Technical Committee (NTC) and National Advisory Committee (NAC); b) M&E, fiduciary and procurement systems and capacities and undertake relevant project-related fiduciary functions in

- compliance with IFAD Guidelines; c) work closely with the PCU and the target States and Counties during planning and implementation to ensure consistency with State and County development agendas. The IA will use government frontline extension agents where they exist, with the dual objective of strengthening their capacity and to serve as part of the exit strategy.
68. The IA will include a core team of experienced staff to coordinate and oversee SSLRP implementation: a) Project Manager; b) Technical Officers (Components 1 and 2); c) Monitoring, Evaluation and KM Officer; d) Financial Management Officer; and e) Procurement Officer. The IA will also ensure mainstreaming of women's empowerment and nutrition occurs, as well as ensuring all activities are climate smart and climate resilient. A complete set of the IA's responsibilities are detailed in the ToRs and RFP in the PIM.
69. **Subcomponent 3.2: Institutional Capacity Building and Policy Support**- This subcomponent will strengthen capacities of government staff at the national, State and County levels to be able to facilitate the coordination and implementation of development projects, and to conduct policy review. In liaison with other partners (e.g. World Bank and AfDB), SSLRP will support the PCU to take on a coordination role of development projects in MAFS.
70. Capacity building interventions will be premised on a *capacity and systems needs assessment*, which will detail specific capacity and systems gaps at central, State and County levels of government. Indicative activities for capacity development include: a) enhancing financial management capacity by installing financial management software in the PCU and relevant trainings on international financial reporting requirements; b) preparation of procurement manuals for MAFS and provision of requisite training and TA; c) provision of a decentralised M&E system at the State and County levels; and d) logistical and connectivity support to the focal points at the County and Boma levels. SSLRP will also contribute towards strengthening the extension system, building on the National Agriculture and Livestock Extension Policy (**NALEP**), and supporting the review and finalization of extension manuals and conducting training of trainers (ToTs) to support the dissemination of extension modules.
71. *Policy Support* - SSLRP will support strengthening the national policy framework for agriculture and rural development. Specifically, SSLRP will collaborate with the International Labour Organisation (ILO) on the development of: a) National Cooperatives Development Policy Framework and Strategy – this would provide guidance on the formation, growth and development of cooperative enterprises in the country; and b) National Rural Financial Policy Framework; it would guide the delivery of financial services to smallholder producers and resource poor farmers in the rural areas.
- #### E. Theory of Change
72. In post-conflict situations, rural communities have very limited access to productive infrastructure, assets and public and/or private services. A CDD approach is the most effective as it facilitates a deeper understanding of local needs, economic threats and opportunities, whilst promoting social cohesion and facilitating social inclusion. SSLRP will therefore empower communities to inclusively identify their main constraints and prioritize solutions through the Community Development Plans (CDPs) that promote private and public investments into productive agriculture-based livelihood opportunities for the rural communities.
73. The underlying assumption is that the target communities, including returnees, are not able to produce sufficient quantities to achieve food security, produce a surplus to sell, or to be able to consume a balanced and nutritious diet, due to prolonged periods of conflict and violence. Communities and households remain vulnerable to climate change shocks and have limited adaptive capacity to manage these shocks. Poor road infrastructure complicates the transportation of farm inputs and produce; and limits farmers ability to diversify the household food basket with market-sourced foods. Given the post-conflict context of the country, the bulk of the support provided to the rural population by development partners has mostly been humanitarian assistance, rather than long term sustainable development.
74. SSLRP therefore seeks to bridge the humanitarian-development gap, by recovery opportunities anchored in the agriculture sector that will promote livelihood development, peace and stabilization. SSLRP's goal and development objective will be achieved through a set of activities that will address constraints to agricultural productivity enhancement and livelihood improvement. Such activities include: a) increasing access to productive inputs (improved seeds, extension and mechanization services); b) improving postharvest handling and storage; c) developing climate smart agricultural infrastructure; d) increasing market linkages; and e) creating stability and stabilization through temporary jobs for the youth in infrastructure construction. Climate resilience, especially soil and water-focused interventions, will be considered as strategic investments given the impacts of adverse weather conditions on livelihoods. Social inclusion of women and youth will be mainstreamed across project interventions with specific quotas and interventions that allow for self-targeting. The project will be implemented within a conflict sensitive approach that will facilitate for adaptive programming and crisis modification. Achievement of household nutrition will be a key outcome tracked in the log frame.
75. These interventions will result in: a) diversified and increased volumes of crop and livestock products which will impact consumption of more nutritious and healthy food; b) construction of climate-smart infrastructure that reduces the effects of heavy rainfall events and floods on livelihoods; c) diversified enterprise opportunities in processing, d) improved access to nutrient dense and climate-resilient crops and cropping patterns; and e) greater community cohesion and stability. By working to improve productivity, capacities and livelihood opportunities, SSLRP will contribute to poverty reduction and local economic development in the project areas. SSLRP beneficiaries will access aggregation centres and markets under the AFDB investment.
76. Capacity building of different stakeholders will be critically important, not only to ensure effective and efficient activity implementation, but also to increase the likelihood of sustaining successful interventions, and to strengthen the policy framework for agriculture transformation in the country.
- #### F. Alignment, ownership and partnerships
77. *Alignment with Sustainable Development Goals (SDGs)*– successful attainment of SSLRP's goal and PDO will contribute to the achievement of: a) SDG 1 (End poverty in all its forms everywhere) and SDG 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture)through implementation of CDP projects that enhance smallholder agricultural production, increase productivity and promote off-farm livelihoods diversification, resulting in improved households' food/income/nutrition security and livelihood assets. Nutrition-related interventions will focus on issues related to awareness, access,

availability, and affordability of nutrient-rich foods; b) SDG 5 (Achieve gender equality and empower all women and girls) through the Gender Action Learning Systems which will be used to address gender-based barriers at household and community levels and a 60 percent quota for women participation in SSLRP activities; c) SDG 6 (Ensure availability and sustainable management of water and sanitation for all) through the construction of multi-purpose water supply systems; and d) SADG 13 (Take urgent action to combat climate change and its impacts) by promoting climate smart agriculture and climate-proofing of all constructed/renovated infrastructure.

78. *Alignment with National Priorities* – SSLRP is in alignment with GoSS CAMP and is more closely aligned to: a) food and nutrition security; b) economic growth and livelihood improvement; and c) institutional development. The other policies are: a) South Sudan's NALEP; NALEP calls for a participatory extension service that involves the private, public sectors, and communities; and b) National Development Strategy (2018 NDS) with the overarching objective of consolidating peace and stabilizing the economy. The project will also seek to strengthen the capacity of the frontline extension agents in areas that will be identified by the capacity needs assessment. The project responds to the Government's *Framework for Return, Reintegration and Relocation of Displaced Persons: Achieving Durable Solutions in South Sudan*, which emphasizes special consideration to conflict-affected persons - including children, women, widows, persons with disabilities, and providing recovery and stabilization interventions for returnees. [35]
79. *Alignment with IFAD Policies and Corporate Priorities* – SSLRP is aligned with a number of IFAD's policies, including IFAD's Strategic Framework 2016-25. The goal of the IFAD Strategic Framework is to '*enable rural households and communities to gain increasingly remunerative, sustainable and resilient livelihoods that help them permanently move out of poverty and food insecurity*'; this is largely similar to the project's goal and development objective combined. SSLRP is also aligned with IFAD's Special Programme for Countries with Fragile Situations: Operationalizing IFAD's Fragility Strategy. The project will focus on strengthening communities, rural organizations and local institutions towards more resilient local governance systems, and using food security as a primary entry point to tackle fragility and conflict [36].
80. The other areas where SSLRP is in alignment with IFAD policies/priorities are: a) Environment Natural Resource Management (ENRM) Policy, Climate Change Strategy, and the Land Policy – The environmental and climate adaptation and mitigation measures associated with the identified risks are fully integrated into SSLRP interventions. The SECAP Review Note (in Annex 3) provides more details on ENRM and climate change adaptation and mitigation; b) Targeting Policy – Reaching the Poor (2010) – In order to ensure project benefits reach the intended beneficiaries, target groups have been defined, a targeting strategy developed and means of operationalizing that strategy integrated into the Project Design Report and the Project Implementation Manual; c) Gender Equality and Women's Empowerment (2012) – SSLRP is fully in line with IFAD's policies on Gender Equality and Women's Empowerment. Measures are included to ensure that women and youth benefit from project interventions; d) Nutrition – the nutrition focus in SSLRP aligns with IFAD's corporate commitment to nutrition-sensitive interventions and links to the operationalization of IFAD action plans on mainstreaming nutrition, and e) IFAD's Youth Action Plan (2019-2021).
81. *Country Ownership* – Although designed remotely, SSLRP was designed jointly by IFAD and an in-country South Sudan Project Delivery Team (SS-PDT) that comprised nine staff from MAFS, Ministry of Economic Planning and Ministry of Environment. The team also included representatives from State and County governments. The culmination of the participatory design is reflected in a joint Aide Memoire between IFAD and GoSS. The Government was fully involved in the identification of the focal States and Counties and will be involved in the process of selecting the participating Payams, Bomas and communities. Country ownership will also be ensured through implementation modalities; the Implementing Agency will work with the County Development Committees (to ensure compliance with the County development agenda) and through the frontline extension agents. Due to the remote nature of the design, the County Profiles will ensure adequate consultations with beneficiaries in the determination of strategic priorities for investments. More information is provided under Section IV.
82. *Harmonization and Partnerships*– The design sought to coordinate and harmonize with ongoing and/or planned projects financed by various development partners that support SSLRP-related thematic areas. The objective was to: a) take advantage of existent synergies and avoid duplications; and b) explore the possibility for co-financing and/or parallel financing. The following partnership opportunities have, thus far, been identified as potential partners for collaboration:

Table 2: Potential SSLRP Collaboration Partners

Donor	Project (existing or planned)	Potential Areas of Collaboration
African Development Bank (AfDB)	AfDB was, at the time of SSLRP design, preparing an investment (Agricultural Markets, Value Addition and Trade Development Project (AMVAT)) in the amount of USD 13.7 million.	<p>SSLRP has mobilised US\$5.6 million <i>parallel</i> co-financing from <u>AMVAT</u>. A project level MoU will be signed between SSLRP and AMVAT with a focus on i) working in the same Payams and Bomas to ensure alignment of the production/productivity interventions of SSLRP to the aggregation centres (markets) supported by AMVAT. The AWPB preparation stage will be a critical moment for joint-planning to actualize the parallel co-financing.</p> <p>SSLRP will benefit from the following AFDB investments in Central and Eastern Equatoria and Jonglei i.e. i) Seed Testing Laboratory Equipment, ii) Aggregation Centres, iii) Value chain studies (Sorghum, Groundnut), Seed Sector Framework Study, and iv) capacity development support to the Government-led PCU.</p>

World Bank (WB)	<p>The Resilient Agriculture and Livelihood Development Project (RALP)</p> <p>South Sudan – Emergency Locust Response Project (SS-ELRP)</p> <p>South Sudan Safety Net Project (SSSNP) – under implementation</p>	<p><i>RALP</i> and SSLRP will jointly support MAFS to build capacities, systems and policies, and will collectively focus on the preparation of the single Project Management Unit (PMU). RALP support will focus on strengthening MAFS capacities to implement Bank projects i.e. technical training, extension, advisory and project management.</p> <p>IFAD and World bank will therefore harmonise the capacity building interventions to avoid duplication and ensure effectiveness;</p> <p>Synergies with SSSNP will include; intervention co-location: While SSSNP focuses on emergency cash transfers, SSLRP will support the SSSNP beneficiaries with sustainable livelihood options</p>
World Food Programme (WFP)	<p>Food and Nutrition Assistance for Relief and Recovery;</p> <p>Smallholder Agriculture Market Support (SAMS) project.</p>	<p>Learn from accumulated experience in storage facilities and access road construction, rehabilitation, maintenance efforts; cooperation on support and operating the “road gang” concept in road maintenance in Eastern Equatorial</p> <p>SSLRP will collaborate with SAMS to identify groups and households that are ready to take up SSLRP interventions i.e. groups already strengthened, or households graduated from humanitarian assistance</p> <p>SSLRP beneficiaries will be linked to the SAM interventions i.e. community aggregation centres to resolve the challenges of post-harvest handling.</p> <p>SSLRP will benefit from the annual Vulnerability Analysis and Mapping (VAM) conducted by WFP</p>
Food and Agriculture Organization (FAO)	<p>FAO seed systems support/seed distribution and seed local production;</p> <p>FAO is the biggest stakeholder in the seed sector. FAO procures annually about 8000MT of assorted seeds for distribution to farmers, over 90 percent were imported.</p> <p>FAO works with community-based animal health workers to improve livestock health in South Sudan. FAO conducts extensive livestock vaccination campaign across the entire country.</p>	<p>Of strategic interest to IFAD are the following FAO Projects initiatives where synergies will be forged with SSLRP components and subcomponents.</p> <p>Linkage to existing farmer groups already benefiting or have benefited from FAO mobilization or already receiving free seeds from FAO</p> <p>Making use of FAO Extension methodologies and manuals for adoption for capacity building of farmer groups and fisher folks e.g. FFS etc.</p> <p>Extensive studies and analysis of the Food Security system – SSLRP could benefit from studies such as annual crop yield assessment reports etc.</p> <p>Tap into FAO's massive logistical capacity to undertake supervision on behalf of IFAD</p>
Embassy of the Kingdom of the Netherlands	<p>Their areas of interest include nutrition, sustainable use of farmland, crop productivity and income enhancement. Specific projects being supported include:</p> <p>Water for Eastern Equatoria – Torit;</p> <p>South Sudan Agribusiness Development Project – Terekeka;</p> <p>Seed Systems Development for South Sudan</p>	<p>IFAD is in discussion with the Netherlands for potential co-financing of SSLRP</p>

International Labour Organization (ILO)	Potential interventions: National Cooperatives Development Policy Framework; National Rural Financial Policy Framework	ILO has commissioned a study to Assess Cooperative Development in South Sudan. Under component 3, SSLRP will build on this work and support the development of the National Cooperatives Development Policy Framework, and the National Rural Financial Policy Framework in partnership with ILO. In addition, the assessment of cooperative development will also inform the capacity development activities under sub-component 3.2.
UNHCR	IFADs engagement with UNHCR in the context of the South Sudan Livelihood and Resilience Project (SSLRP) is particularly on the strengthening of the humanitarian development nexus. The IFAD investment in South Sudan, has the objective of empowering communities to determine their priority interventions which will be articulated through Community Development Plans (CDPs)	UNHCR's beneficiary profiles could help to identify SSLRP beneficiaries who are ready to take up more sustainable livelihoods in the target counties Exchanges on the UNHCR Quick Impact Projects (activities) which could possibly contribute towards the pipeline of CDP activities for SSLRP Potential collaboration at the CDP implementation stage i.e. CDPs requiring humanitarian type assistance could be implemented by UNHCR through its partners.
Conflict Sensitivity Resource Facility (CSR)F	Conflict Sensitivity Resource Facility (CSR) supports the use of conflict sensitivity in donor strategies and programmes in South Sudan.	Information exchange on conflict dynamics in the target Counties, Payams. This will assist in scenario-based planning through a conflict sensitive lens.
Partnership for Recovery and Resilience (the Partnership or PfRR)	Partnership for Recovery and Resilience (the Partnership or PfRR) is an inclusive group of donors, UN Agencies and NGOs who are committed to promoting local ownership and working together to reduce vulnerability and increase the resilience of people, communities and institutions in South Sudan on their way to achieving the Sustainable Development Goals.	SSLRP aligns with the PfRR outcomes to rebuild productive capacities and rebuild trust in people and institutions

G. Costs, benefits and financing

a. Project costs

83. Total project costs are estimated at US\$17.9 million over a 6-year period. IFAD will fund 54 percent of the project costs through an investment of US\$9.6 million. IFAD's investment is split into a loan (20 percent) on highly concessionary terms and a grant (80 percent). Component 1: Community Driven Development Planning accounts for 26 percent of baseline costs (US\$5.9 million). Component 2: Agriculture Production and Rural Livelihoods Support accounts for 41 percent of baseline costs (US\$7.3 million). Lastly Component 3: Project Support and Capacity Building accounts for 33 percent of baseline costs (US\$5.8 million). Component 0: Disaster Risk Reduction and Management is not a costed component.
84. The costing has been done in USD as the input currency. The South Sudan Pound (SSP) has been facing volatile fluctuations with the central bank official rate in the region of 1 USD to SSP 170 (October 2020) while the "parallel market" was at US\$1 to SSP 500. South Sudan's general inflation fell to 24.5% in 2019 from 83.5% in 2018 due to reduced financing of the fiscal deficit. The central bank commitment to reduce monetization of the fiscal deficit is expected to continue, with resulting inflation declining further to 16.9 percent in 2020 and 9.7 percent in 2021[37]. With this trend, the costing in USD terms has yielded a low price contingency (USD 59,000 only) because the devaluation of the SSP vs USD will deal with any emerging price contingencies during implementation. PFM reforms, which are ongoing, are focusing on stabilizing the macro-economic fundamentals and disciplining the financial sector. South Sudan received a loan in 2020 from the International Monetary Fund (IMF) which is expected to stabilize the currency and avail much needed foreign currency into the market; this is expected to stabilize the currency, and address inflation.
85. *IFAD Climate-Focused Financing* – Climate resilient activities/interventions have been mainstreamed into Project Development Objectives, Theory of Change and Monitoring and Evaluation Frameworks and specifically to project components under activity 2.2.1 and 2.2.2 for climate resilient infrastructure development as well as soil and water conservation activities. Furthermore, Climate Risk analysis and adaptation options are prepared and will be considered during CDD and CDP preparation. About **41 percent (USD 4 061 000)** of the costs for CDD, CDP, capacity building, etc. are focused on climate adaptation given the decision to mainstream climate change in the project components.

Table 3: Summary of Costs by Components ('000 USD)

South Sudan
South Sudan Livelihoods and Resilience Project (SSLRP)
Components Project Cost Summary

	(\$ \$ P '000)			(\$ USD '000)		
	Local	Foreign	Total	Local	Foreign	Total
A. Community Driven Development Planning						
Build strong and inclusive Community Based Organizations (CBOs)	1,135,730	368,670	1,504,400	2,271	737	3,009
Development of Community driven development plans (CDPs)	630,450	178,550	807,000	1,261	353	1,614
Subtotal Community Driven Development Planning	1,766,180	545,220	2,311,400	3,532	1,090	4,623
B. Agriculture Production and Rural livelihood Support						
Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods	542,000		542,000	1,084		1,084
Community Infrastructure to Support Production and Marketing	2,886,900	234,800	3,121,500	5,774	469	6,243
Subtotal Agriculture Production and Rural livelihood Support	3,428,900	234,800	3,663,500	6,858	469	7,327
C. Project Support and Capacity Building						
Third Party Implementation Arrangements	569,675	750,825	1,320,500	1,139	1,502	2,641
Institutional Capacity Building and Policy Support	1,448,675	217,515	1,666,190	2,897	435	3,332
Subtotal Project Support and Capacity Building	2,018,350	968,340	2,986,690	4,037	1,937	5,973
Total BA & LINE COSTS	7,213,430	1,748,180	8,961,590	14,427	3,496	17,923
Price Contingencies	4,142	1,453	5,595	3	1	4
Total PROJECT COSTS	7,217,572	1,749,613	8,967,185	14,430	3,497	17,927

Table 4: Project Costs by Expenditure Category and Financier ('000 USD)

South Sudan
South Sudan Livelihoods and Resilience Project (SSLRP)
Expenditure Accounts by Financiers

(USD '000)	Beneficiary										
	GoSS	IFAD Grant	IFAD Loan	AfDB- Parallel	Contribution	Total					
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
I. Investment Costs											
A. Grants and subsidies	842	15	3,130	54	930	16				861	15
B. Vehicles	23	18					103	82			125
C. Goods, Services and Inputs	567	9	2,889	48	783	13	1,800	30			6,020
D. Consultancies	67	4	1,009	43	104	4	1,174	49			2,375
E. Training	58	10	100	17	25	4	396	68			579
Total Investment Costs	1,577	11	7,109	48	1,842	12	3,473	23	861	6	14,662
II. Recurrent Costs											
A. Salaries and allowances			750	26		52	2	2,079	72		2,881
B. Operations and Maintenance	22	12	41	22	7	4	114	62			185
Total Recurrent Costs	22	1	791	26	58	2	2,193	72			3,065
Total PROJECT COSTS	1,600	9	7,900	44	1,900	11	5,666	32	861	5	17,927

Table 5: Project Costs by Component and Year ('000 USD)

South Sudan
South Sudan Livelihoods and Resilience Project (SSLRP)
Project Components by Year -- Totals Including Contingencies

(USD'000)	Totals Including Contingencies					
	PY 1	PY 2	PY 3	PY 4	PY 5	PY 6
A. Community Driven Development Planning						
Build strong and inclusive Community Based Organizations (CBOs)	492	661	788	652	332	86
Development of Community driven development plans (CDPs)	178	145	219	344	414	314
Subtotal Community Driven Development Planning	670	806	1,007	996	746	400
B. Agriculture Production and Rural livelihood Support						
Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods	6	62	132	252	318	314
Community Infrastructure to Support Production and Marketing	225	655	1,701	1,917	1,745	-
Subtotal Agriculture Production and Rural livelihood Support	231	717	1,833	2,169	2,063	314
C. Project Support and Capacity Building						
Third Party Implementation Arrangements	1,462	313	269	209	225	165
Institutional Capacity Building and Policy Support	691	754	538	552	540	261
Subtotal Project Support and Capacity Building	2,153	1,066	807	780	784	5,977
Total PROJECT COSTS	3,054	2,589	3,847	3,925	3,573	1,139

b. Project financing/co-financing strategy and plan

86. IFAD will fund up to 54 percent of the project costs. This is split into a loan (20 percent) and a grant (80 percent) on highly concessionary terms. The African Development Bank (AfDB) will fund US\$5.6 million on a parallel basis through the AMVAT Development Project. The AfDB investment that could potentially be relevant to SSLRP relates to investments in Eastern Equatorial and Jonglei. In addition, there is a planned contribution to the joint PCU.
87. Domestic co-financing constitutes 14 percent of the total project costs. This includes the GoSS' contribution (9 percent) which will be exclusively in the form of tax reimbursements and beneficiary in-kind contribution (5 percent).

Table 6: Project Costs by Component and Financier ('000 USD)

South Sudan
South Sudan Livelihoods and Resilience Project (SSLRP)
Components by Financiers

(USD '000)	Beneficiary Contribution										
	GoSS	IFAD Grant	IFAD Loan	AfDB- Parallel	Contribution	Total					
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
A. Community Driven Development Planning											
Build strong and inclusive Community Based Organizations (CBOs)	245	8	1,145	38	285	10	1,332	44			3,009
Development of Community driven development plans (CDPs)			867	54	217	13	530	33			1,614
Subtotal Community Driven Development Planning	245	5	2,013	44	503	11	1,862	40			4,623
B. Agriculture Production and Rural livelihood Support											
Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods			867	80	163	15			54	5	1,084
Community Infrastructure to Support Production and Marketing	1,124	18	2,263	36	767	12	1,282	21	807	13	6,243
Subtotal Agriculture Production and Rural livelihood Support	1,124	15	3,130	43	930	13	1,282	18	861	12	7,327
C. Project Support and Capacity Building											
Third Party Implementation Arrangements		86	3	1,223	46	157	6	1,174	45		2,641
Institutional Capacity Building and Policy Support	145	4	1,534	46	310	9	1,348	40			3,336
Subtotal Project Support and Capacity Building	231	4	2,758	46	467	8	2,522	42			5,977
Total PROJECT COSTS	1,600	9	7,900	44	1,900	11	5,666	32	861	5	17,927

Table 7: Project Costs by Expenditure Category and Financier ('000 USD)

South Sudan
South Sudan Livelihoods and Resilience Project (SSL RP)
Expenditure Accounts by Components - Totals Including Contingencies
(USD '000)

	Community Driven Development Planning		Agriculture Production and Rural Livelihood Support		Project Support and Capacity Building		Total	
	Build strong and inclusive Community driven development plan (CDDs)	Development of Community driven development plan (CDP)	Investment for Increased Climate-Sensitive Agriculture production and Rural Livelihoods	Community Infrastructure to Support Production and Marketing	Third Party Implementation Among others	Institutional capacity Building and Policy Support		
I. Investment Costs:								
A. Grants and subsidies				1,061	4,079		5,760	
B. Vehicles						125	125	
C. Goods, Services and Inputs	1,630	1,177		1,304		6,020		
D. Consultancies	10				277	2,365	2,375	
E. Training	10					579		
Total Investment Costs:	2,640	1,177	1,061	6,363	2,641	1,368	14,862	
II. Recurrent Costs:								
A. Salaries and allowances	500	437				1,063	2,861	
B. Operations and Maintenance	—	—				95	165	
Total Recurrent Costs:	500	437				2,067	3,065	
Total PROJECT COSTS:	3,000	1,614	1,061	6,363	2,641	3,396	17,927	
Taxes:	245			1,241		66	945	1,000
Foreign Exchange	737	363		409		1,502	456	2,497

c. Disbursement

88. The main categories include Grants and subsidies and Goods Inputs and Materials. The funds will be disbursed from IFAD on the Revolving Account Mechanism for both the IA and MAFS. The use of direct payments will be encouraged as much as possible in line with IFAD guidelines. The Implementing agency will maintain a designated account in USD to receive funds from IFAD and operating account in South Sudanese pounds (SSP). All the other participating NGO will operate separate Local currency accounts to receive the funds. Likewise the ministry of Agriculture shall maintain separate bank accounts for the funds they shall manage. Funds held in the SSP denominated bank accounts will be reviewed from time to time, minimising the amounts as much as possible with a view of mitigating against value erosion arising out of a volatile exchange rate. The Implementing agency will maintain the full accounting system for the project except for sub component 3.2. The PCU at the MAFs will manage and account for the funds disbursed under sub component 3.2. Both the IA and the PCU at MAF will run computerised accounting systems that provide for easy consolidation of the data.

d. Summary of benefits and economic analysis

89. With the CDD approach, the exact number and type of subprojects that will be funded cannot be determined at the design stage; these will be decided by the beneficiary communities. Even with the facilitated process, some projects that are not on the “exclusion list” could emerge and get well justified for project financing beyond what is anticipated at design stage. That notwithstanding, the following financial (and economic models) have been used as “representative” of enterprises that the project’s target beneficiaries may choose through the CDD process:

1. On-Farm Agriculture (Sorghum, Maize; groundnuts; Tomatoes)
2. Livestock and Fisheries (Goat enterprise; Canoe fishing; Bee-keeping)
3. Value Addition/Agribusiness (Fish selling; Fish value addition; Milk bar; Community market shade).

90. In addition to the above models, analysis for labour based payment benefits in the infrastructure project investments and the results are presented in Annex 4. The results of the financial analysis are presented in the table below, with a summary of the likely cost benefit analysis of the enterprises beneficiaries may select under the CDD approach.

91. **Financial analysis** – From the models above the summary of the financial analysis is presented below:

Table 10: Summary Results of the Financial Analysis

AI	Farm model's net incremental benefits (in SSP '000)									
	On-farm Agriculture				Livestock & Fisheries			Value Addition/Agribusiness		
	Sorghum	Maize	G-Nuts	To-matoes	Goat Enterprise	Canoe Fish	Bee Keeping	Fish Farming	Fish Value Addition	Milk Bar
PY1	110	30	10	30	(37)	800	(190)	(25)	(130)	61,467
	120	34	21	39	19	—	112	37	29	6,002
	124	34	21	39	29	53	151	58	48	8,059
	124	34	21	39	41	51	151	58	48	8,059
	126	34	21	39	67	51	151	58	48	8,059
	126	34	21	39	67	51	151	58	48	8,059
	124	34	21	39	67	51	151	58	48	8,059
	124	34	21	0	67	51	151	58	48	8,059
	124	34	21	0	67	51	151	58	48	8,059
	124	34	21	0	67	51	151	58	48	8,059
NPV ('000)					87%	31%	71%	31%	32%	27%
NPV (SSP '000)		583	161	100	143	65	403	81	88	1346

92. **Economic analysis** – The overall economic analysis shows a positive Economic Rate of Return (ERR) of 24% and Net Present Value (NPV) USD 39.3 million which justifies the investment in the project given that the social discount rate is around 6 percent.

Table 11: Summary Results of the Economic Analysis

E. OVERALL ECONOMIC ANALYSIS

Project year	BENEFITS			COSTS		CASH FLOW
	Incremental Benefits from on-farm agriculture, Livestock and Fisheries and Agribusiness	Infrastructure investment efficiency gains	Total Net Inc. Benefits (millions)	Economic Costs ('SSP 000)	Economic O&M Costs ('SSP 000)	
PY1	-	-	-	441	441	(441)
PY2	(134.5)	-	135			547 (682)
PY3	(53.0)	148	95			1,069 (974)
PY4	85	316	401			1,190 (789)
PY5	191	469	660			1,056 (395.7)
PY6	1,213	469	1,682			379 1,302
PY7	1,213	469	1,682			379 1,302
PY8	1,213	469	1,682			379 1,302
PY9	1,213	469	1,682			379 1,302
PY10	1,213	469	1,682			379 1,302
PY11	1,213	469	1,682			379 1,302
PY12	1,213	469	1,682			379 1,302
PY13	1,213	469	1,682			379 1,302
PY14	1,213	469	1,682			379 1,302
PY15	1,213	469	1,682			379 1,302
PY16	1,213	469	1,682			379 1,302
PY17	1,213	469	1,682			379 1,302
PY18	1,213	469	1,682			379 1,302
PY19	1,213	469	1,682			379 1,302
PY20	1,213	469	1,682			379 1,302
<u>NPV@ 6% ('SSP Millions)</u>						6,689
<u>NPV@ 6% ('000 USD)</u>						39,349
EIRR						24%

93. A sensitivity analysis has been done on a number of risks related to the project. For the sensitivity analysis, possible disasters have been considered. These disasters cannot be applied on a straight line basis due to climate/disasters. There is no data in the SECAP to use. However possible frequency of the risk has been assumed as follows: **a) mild** - 0, 10, 0, 20, 0; **b) medium** - 0, 10, 0, 60, 0; and **c) high** - 0, 20, 10, 60, 0. The overall sensitivity analysis results are presented in the table below showing that the project rate of return can withstand the identified risks and shocks above:

Table 12: Summary Results of Sensitivity Analysis

Sensitivity analysis		%	NPV ('SSP)	NPV ('USD \$)	Uncertainty analysis
Base Scenario			2,454	59,349	
Decrease of Project benefits	-10%	2,294	5,921	Riskility and Security, Flooding and weather related risks, Inter-community conflicts due to competition on natural resources	
	-20%	2,044	4,678		
	-30%	1,794	4,376		
Project costs	10%	2,714	6,061	High inflation, Macroeconomic fundamentals as exhibited by the exchange rate volatility and a mismatch in fiscal policy with the official rate and black market exchange rate	
	20%	1,964	5,432		
	30%	1,214	4,301		
10% delay of benefits		1,214	4,301	Outbreak of pandemic like covid-19	
	20% delay of benefits	1,214	4,301		
Adoption rates	5%	2,454	7,211		
	10%	2,164	-35	Low uptake of good practices	
	20%	2,164	-35		
Cost increase	10%	2,714	6,061	High inflation, Macroeconomic fundamentals as exhibited by the exchange rate volatility and a mismatch in fiscal policy with the official rate and black market exchange rate	
	20%	1,964	5,432		
	30%	1,214	4,301		
Increase of benefits	10%	2,714	7,287		
	20%	2,714	9,284		

Integrated risk framework		Risk probability	
Risk categories	Inherent risk	Residual risk	
1. Political commitment	Substantial	Substantial	
2. Governance	High	Substantial	
3. Macroeconomic	Substantial	Substantial	
4. Fragility and security	High	Substantial	

e. Exit Strategy and Sustainability

94. **Exit Strategy** – By virtue of its CDD implementation approach, the SSLRP's exit strategy is inbuilt. The beneficiary communities will be in full control of the entire process from identifying the factors constraining productivity and livelihood improvement, to prioritising the identified factors and to, finally, overseeing the process of implementing the agreed activities meant to address the limitations. Their organisations, inclusive CBOs and Subproject Management Committees (SPMCs), will be promoters and managers of socio-economic change and will be capacitated to plan, implement and operate subprojects. The other element of SSLRP's exit strategy is the fact that government structures at the national, State and, especially, County (Payam and Boma) levels will be involved from the onset in AWPB preparation activities, overseeing activity implementation and in monitoring implementation progress. The IA will be working through government frontline extension agents.
95. Capacities of the respective government institutions will be variously strengthened to ensure effectiveness. The process of institutionalising SSLRP's implementation, in the respective institutions at the different levels, will start from the very beginning of project implementation. Other elements of the exit strategy include the expected method of operation, maintenance and management of all the different infrastructure (multipurpose water points, drying yards, etc.) to be developed by the project. Committees, representative of all interest groups, will be established and capacitated to operate, maintain and manage the infrastructure and these will eventually assume total responsibility for these infrastructure.

96. **Sustainability** – The project's sustainability was a significant design consideration, hence the formal inclusion of the South Sudan – Project Delivery Team. In addition, the IFAD PDT recruited services of a local consultant who visited and consulted with officials of some of the target Counties. SSLRP's participatory design process aimed at ensuring that the project responds directly to issues included in the respective State and County development agendas. Efforts to create ownership of the project from the very beginning have provided the foundation and necessary commitment for post-SSLRP sustainability. Sustainability will also be ensured through the project's implementation approach since the process will be managed by the beneficiary communities themselves. Different perspectives of SSLRP's sustainability are presented hereunder.
97. *Institutional Sustainability* – As already highlighted, beneficiary communities and their organisations will be at the centre of influencing SSLRP implementation at all stages. Although the process will be coordinated by a Third Party Implementing Agency, it will, de facto, involve the public (at different levels of government) and community institutions. Thus, the project will be implemented in accordance with the relevant Government development agenda, strategy and policy framework. The institutional framework will continue to exist after the project and will be strengthened by the various capacity building activities as will be specified depending on the findings of the capacity and systems needs assessment. In addition, the capacity of farmers and their institutions will be strengthened. All these activities would be aimed at equipping the key public and community institutions with the tools needed to sustain the successful project interventions beyond SSLRP's life.
98. *Economic/Income Sustainability* – It is recognised that SSLRP is not, primarily, a market-based project. However, it is expected that markets will play a role in the process of ensuring food/nutrition/income security of the target beneficiaries. Through increased productivity, beneficiaries would be able to ensure food security. But there will be a need to sell the surplus production and use part of the proceeds to buy some of the other foods needed for nutrition security that farmers might not be able to produce by themselves. Thus, the diversification of household food-basket is with market-sourced foods. The extra income earned from the surplus produce sold on the market would help the households variously in addressing their other needs. To that effect, farmers and/or their organisations will be linked to the appropriate markets for their respective products. As long as the market linkages are mutually beneficial to the involved stakeholders, the existent market pull will stimulate the production of the demanded products in a sustainable manner.
99. *Environmental Sustainability* – As a means of enhancing environmental sustainability and climate resilience, SSLRP will use a watershed approach to community development and will promote climate smart agriculture technologies and practices. A SECAP review note has been developed in line with IFAD's guidelines. The SECAP review note identifies potential risks and proposes mitigation measures and monitoring protocols, such as ESMPs. In addition, through the PCU, the project will ensure strong integration with the existent expertise in the relevant line ministries and, where necessary, strengthen their capacities to coordinate the implementation of proposed interventions, mitigate risks and monitor the implementation of ESMPs and other SECAP related guidelines and recommendations. Climate risk analysis and vulnerability assessments will improve decision making and targeting of interventions.

3. Risks

H. Project risks and mitigation measures

100. Some potential risks could have a negative impact on the implementation of SSLRP and its development objective. This section describes the magnitude of the risks and discusses mitigation measures included in project design. Selected risks and the associated mitigations measures are presented in the table below. A more detailed account of the risk profile is presented in Annex 9: Integrated Project Risk Matrix (IPRM)

Table 13: Project Risks and Mitigation Measures

Risk categories	Risk Probability (H, S, M or L)	Risk Impact (H,S, M, L)	Mitigations/ comments
Political Commitment	Substantial	Substantial	<ul style="list-style-type: none"> • Component 0 will enable SSLRP to reallocate funds to provide emergency support as required. • SSLRP implementation will be based on County Development Plans which will allow implementation to be independent of the developments in the other Counties. • SSLRP expects a very modest counterpart funding from the Government. IFAD is seeking to mobilize co-financing from Development partners.
Governance	High	Substantial	<ul style="list-style-type: none"> • SSLRP will be implemented through a Third Party Implementing Agency, selected by the GoSS, which has already been vetted by IFAD within the context of the RPSF • IFAD will focus on building capacities of the GoSS PCU at the central level and decentralised State levels. • SSLRP will work with ILO to strengthen the Cooperative Development Policy Framework.

Macroeconomic	High	Substantial	<ul style="list-style-type: none"> • SSLRP builds on the foundation set by SSLDP to promote a productive agricultural sector and diversification and alternative livelihoods for the targeted households • Supervision missions will continuously assess value for money and financial viability of investments • Profitability analysis has been run in USD, to mitigate the volatility of the exchange rate
Fragility and Security	High	Substantial	<ul style="list-style-type: none"> • SSLRP includes an un-costed component 0 to address any potential disasters and emergency situations arising from the project. • The planned County Profiles will include an assessment of the conflict dynamics in a county. • SSLRP has undertaken an assessment of potential drivers of conflict and developed mitigation measures. • The Grievance Redress Mechanism (GRM) will be deployed to address any potential localized conflict • IFAD will engage third party project supervision modalities if the security situation is not conducive for IFAD missions
Sector Strategies and Policies	High	Moderate	<ul style="list-style-type: none"> • Third Party Implementing agency – where IFAD policies would apply • Component 1 and 2 will facilitate operationalisation of decentralisation while integrating IFAD's mainstreaming themes into the CDD framework, through facilitation • Component 3 – Cooperative Development Policy Framework which will be supported together with ILO • Capacity needs assessment, which will inform capacity development interventions and the provision of specialised technical assistance.
Environment and Climate Context	Substantial	Moderate	<ul style="list-style-type: none"> • 41 percent of project costs will be dedicated towards climate adaptation. Component 2 will finance activities required to plan and address the identified constraints to restore the hydrologic and ecological functioning of watersheds, enhance the sustainability of existing land uses and, improve its resilience to climate shocks. • A high level of awareness by government and regular programs of community level terracing and afforestation, which will also be reinforced by project activities • Climate risks will be mitigated by increasing the ability of the affected communities to adapt to environmental and economic variability, and long term changes. • Climate Vulnerability Assessment tool and dashboard have been used to prepare the Climate Risk and Vulnerability Analysis.
Capacity for Implementation and Sustainability	High	Moderate	<ul style="list-style-type: none"> • A consortium of NGOs will implement the project, under the oversight of the PCU. • Core investments will take place at the County and Payam (Village) levels, to strengthen sustainability • Contract with IA will detail M&E capacities and responsibilities acceptable to IFAD • Component 3 will provide capacity-building support to the PCU to build capacities in M&E, with complementary collaboration with World Bank RLAP and AFDB AMVAT to strengthen capacities of the PCU.

Financial Management	High	Moderate	<ul style="list-style-type: none"> • Ensure the selected Implementing agency has the staff capacities in place including sound financial management systems and policies in place. • The implementing agency will ensure that budgets plans are revised in a timely manner, and executed in an orderly and predictable fashion. • The implementing agencies will maintain separate accounts for the SSLRP project for easy expenditure monitoring. • Continuous capacity building will be provided to the staff at the Implementing agency as well as the Lead ministry on IFAD guidelines. • The National Advisory team, at the PCU level will provide the first level review and clearance of any withdrawal applications to be submitted to ensure alignment with budget and agreed deliverables in the MOU between GoSS and the Implementing agencies. • The funds disbursement arrangements will based on a Revolving Account mechanism that will ensure advanced funds are well accounted for before the release of the next tranche that is based on forecast quarterly work plan budgets. • As part of the continuous supervision as well as implementation support missions by IFAD, the FM teams will assess the internal audit arrangements of implementing agency periodically during the course of the project implementation. • The Ministry of Agriculture Internal audit unit will provide internal audit services for funds managed by the ministry for component 3.2 • The project will ensure the external audit will be performed in line with IFAD guidelines as contained in the IFAD Handbook for Financial Reporting and Auditing for IFAD funded projects. • Low levels of statement of expenditure threshold will be maintained to provide for an expanded review of supporting documentation before replenishments from IFAD to the Implementing agency and GoSS. • In the event of capacity gaps in the course of implementation, national or internal technical assistance will be engaged where needed. • A clear framework to be put in place to track both government contribution as well as Beneficiary in kind contributions • A computerised accounting system will be installed to manage day to day transaction capturing at both the IA and at the PCU level and monthly reporting to oversight bodies instituted.
Project Procurement	Substantial	Moderate	<ul style="list-style-type: none"> • Procurement in SSLRP will exclusively follow IFAD's Project Procurement Guidelines, IFAD's Procurement Handbook and IFAD's Standard Bidding Documents due to the legal and regulatory weaknesses highlighted in the PRM. • All contracts will be managed through the IFAD ICP contract management module. • Most service providers will be paid through direct payments • IFAD prior review thresholds will be USD 20,000 for all procurements. NOTUS system will be used. • An IFAD TA will support the procurement activities.
Stakeholder Grievances	Substantial	Moderate	<ul style="list-style-type: none"> • Undertake stakeholders' feedback sessions. • Government implements a bottom-up approach in the identification of investments, hence there is free and prior consent of the communities • Implementation of IFAD's Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability
Overall	High	Moderate	The main mitigation measure is the implementation through a third party agency, in this case a consortium of international NGOs led by VSF-Germany

101. The major fiduciary risk is posed by the economic environment as well as the nascent status of the public financial management system currently in the country. This automatically creates a high project Inherent risk which is being mitigated through split

implementation arrangements with a greater part of the project FM functions being performed by an third party implementation agency with adequate FM systems as assessed at design and only sub component 3.2 being managed by the PCU at MAFs. The foreseen disbursement arrangements i.e. ring fenced bank accounts; use of revolving account disbursement mechanism that will further serve to reduce exposure of large project fund to possibilities of ineligible expenses; given that next releases of funds from IFAD will be dependant on adequate accountability of the previous funds that will be based on quarterly budgets tagged to the overall AWPB. Other internal control mechanisms will be applied during the implementation period such as low SOE thresholds, frequent use of the direct payments disbursement mechanisms where it meets IFAD guidelines. Overall the various mitigation measures are expected to lower the risk to Moderate.

I. Environment and Social category

102. The project's Environmental and Social categorisation is B; this is based on the expected activities under each of the two technical components. Some of the activities that could have environmental and social implications include: a) construction and/or rehabilitation of water infrastructures; b) rehabilitation/upgrade/construction of rural access roads; c) construction and/or rehabilitation of processing and storage facilities; d) application of agricultural inputs; etc. Given the size of the project and the scale of the expected interventions, significant and irreversible environmental and social impacts are not expected. But, any potential negative impacts will be addressed through the Environmental and Social Management Plans (ESMPs) and other mitigation measures. Most of the impacts would be localized to the project sites, short term in nature and, most importantly, manageable or reversible through the proposed mitigation measures.

J. Climate Risk classification

103. SSLRP's climate risk classification is medium. Over the last few decades, the country's temperature has been increasing and rainfall decreasing and this trend is forecast to continue at least over the life of the project. Since the mid-1970s, South Sudan has experienced a decline of between 10 percent to 20 percent in average precipitation as well as increased variability in the amount and timing of rainfall from year to year (USAID, 2016). In addition, seasonal rainfall trends are highly variable across the country. Analyses undertaken suggest that there has been a shift in the start and cessation of rainfall, leading to more erratic and unpredictable rainfall patterns (WFP, VAM 2014). Climate risk analysis and climate vulnerability assessments covering all project Counties have been done and attached as an annex with the SECAP Review Note.

4. Implementation

K. Organizational Framework

a. Project management and coordination

104. The Ministry of Agriculture and Food Security (MAFS) will be the lead executing agency for the Project. Building on the lessons learnt and ongoing developments in the country, SSLRP will be implemented through tailored implementation arrangements where the core technical components will be implemented by a Third Party Implementing Agency (IA), under the oversight of a Government-led Project Coordination Unit (PCU). To gradually build capacities of the MAFS to implement projects, the PCU will implement the capacity development activities under sub-component 3.2.
105. The IA will consist of a consortium of NGOs, led by VSF-Germany together with Save the Children and Action Against Hunger (AAH). The consortium was established by GoSS, by combining the collective strengths of the initial list of INGOs shortlisted as potential implementing partners of SSLRP. The consortium approach was proposed to reduce potential start-up delays and to tap into the comparative advantages of the three NGOs that have all had prior experience working with GoSS. The main principles for selecting the consortium partners include: a) relevance of their current portfolios to SSLRP interventions; b) prior and successful experience with the GoSS in implementing projects, c) coverage of the geographic target areas of SSLRP, and their ability and willingness to work in collaboration with Government and d) capacity to integrate decentralised structures into project implementation.
106. The consortium will be guided by a Framework outlining the roles and responsibilities of each organisation. VSF-Germany as the lead in the consortium will be responsible for procurement, financial management, M&E and meeting all the reporting requirements to GoSS and IFAD. VSF-Germany will enter into sub-agreements with Save the Children and AAH, outlining specific deliverables under SSLRP. The consortium brings together NGOs that have a unique comparative advantage for the implementation of SSLRP. Save the Children will be responsible for the cross-cutting themes related to social inclusion, AAH will work on Component 1 on community development plans and LIPW, while VSF-Germany will implement Component 2 on the implementation of the CDPs and strategic investments, and coordinate overall implementation.
107. IFAD will provide its No Objection to the final draft contract between GoSS and the IA, and as well the sub-agreements between the IA (VSF-Germany) and the consortium parties. The contract between GoSS and the IA will only be signed after the approval of SSLRP by IFAD's Executive Board in April 2021, and signature of the Financing Agreement.
108. The IA will be responsible for implementing the core technical components i.e. Component 1, Component 2 and Component 4, and will be responsible for the following: a) preparing and executing the AWPBs, implementation progress and financial reports for submission to the PCU (for review, comment and onward forwarding to the oversight body (NTC and NAC); b) have adequate M&E, fiduciary and procurement systems and capacities and undertake all project-related fiduciary functions in compliance with IFAD Guidelines; c) undertake all procurement activities for the relevant components and submit procurement packages to the PCU for

onward transmission to IFAD for No Objection, d) work closely with the PCU and the target States and Counties during activity planning and implementation to ensure consistency with existent State and County development agendas. The IA will use government frontline extension agents, where they exist, with the dual objective of strengthening their capacity and also serve as part of the exit strategy at project completion. The IA will also work with other local partners and service providers in the implementation of the project.

109. A complete set of the IA's responsibilities will be presented in a detailed ToRs that will form part of the agreement that will be signed with GoSS. IFAD will provide No Objection to the contract between GoSS and the IA before it is signed, and will ensure that the contract will include i) IFAD's anti-corruption policy, ii) IFAD's Sexual Exploitation and Abuse (**SEA**) policy, iii) compliance with SECAP, iv) land tenure security, v) gender and vi) indigenous peoples. The contract between GoSS and the IA will inter alia permit IFAD officers' right of access to sites, staff and documents.
110. The IA will have a Project Management Team (PMT) to coordinate and oversee SSLRP activity implementation and the following is an indicative composition of the PMT: a) Project Manager; b) Technical Officers (Components 1 and 2); c) Monitoring, Evaluation and KM Officer; d) Financial Management Officer; and e) Procurement Officer. The IA will also ensure that it makes adequate arrangements for the effective implementation of the mainstreaming themes of gender, youth, nutrition and Climate Change. The IA will be expected to develop an MoU with AFDB to adequately align the SSLRP activities to the market infrastructure supported by the Bank.
111. Subcomponent 3.2, will be implemented by the PCU through service providers that will be recruited in line with IFAD's procurement guidelines. The PCU will be established as part of capacity development of MAFS and will oversee project coordination, and contracting and supervision of the IA. The following are the foreseen staff composition of the PCU: a) Project Coordinator; b) Monitoring, Evaluation and Knowledge Management Officer; c) Financial Management Officer; d) Procurement Officer; e) Project Assistant; and f) Driver. The main role of the PCU will be to interface with IFAD and the Oversight Bodies i.e. National Technical Committee (NTC) and National Advisory Committee (NAC). It will also coordinate the engagement of GoSS technical experts in the implementation of the project, and liaise with the IA to capture generated knowledge and facilitate dissemination nationally and regionally. The PCU will also ensure liaison, synergies and linkages with all other relevant projects/programmes being implemented in the project area and the country that seek to address similar or related constraints. The PCU will also be expected to undertake periodic monitoring of the project in the field.
112. Considering that SSLRP is a CDD project, implementation will also employ a community-based participatory approach, at all levels, with the objective of ensuring transparency, accountability, instilling ownership and increasing the likelihood of sustaining the project's successful interventions. Communities, through their organisations/groups, will be fully involved in the planning, implementation and monitoring of project activities. The decentralised local government structure will play a key role at all stages of SSLRP implementation (planning, implementation, monitoring and evaluation and reporting). The structure is inclusive of the State Development Committees, County Development Committees, Payam Development Committees and Boma Development Committees; the expected working relationships between the different levels and the associated roles and responsibilities are presented in the PIM. The central role of the decentralised structures will be to support targeting – identification of locations and beneficiaries, awareness raising of communities and overall conflict sensitivity and social risk management.
113. An already existing governance structure will provide the oversight function to the project. A National Advisory Committee (NAC) is in place chaired by the Undersecretary in the Ministry of Agriculture and Food Security and Co-chaired by the Undersecretary Ministry of Finance and Economic Planning. NAC's core responsibility will be to provide overall policy and strategic guidance and advice to the project for effective smooth and accountable implementation. NAC coordinates with senior management of other government ministries and development partners at all levels on issues related to the project; provides strategic and policy advice on quarterly and annual project progress reports and work plans and approves AWPBs and progress reports before they are submitted to IFAD for No Objection.
114. The National Technical Committee (NTC) will also be part of the governance structure, chaired by the Director General of Agriculture and Co-chaired by the Director of Ministry of Finance and Economic Planning. The NTC's responsibility will be to: a) provide technical guidance of the project; b) update the NAC on technical and operational issues related to the project; c) facilitate technical and operational partnerships with stakeholders within the government to advance operational/coordination issues related to the project; d) coordinate with technical counterparts of other government agents; e) update their undersecretaries on any progress and challenges and plans of the project; f) provide technical and operational guidance to project quarterly and annual progress reports and work plans; and g) participate in periodic monitoring of the project.
115. SSLRP will also work with the following key Ministries: i) Ministry of Environment on the implementation of the SECAP, ii) Ministry of Gender, Social Welfare and Religious Affairs, and the iii) Ministry of Animal Resources and Fisheries, whose technical experts and resources will be mobilised to support the implementation of SSLRP.
116. *Adaptive Programming* - SSLRP implementation in the target areas will be influenced by the prevailing security situation and/or other calamities that could befall the country. The project will be implemented in a *modular approach*, enabling activities and interventions in different locations to proceed if security is compromised or in the event of any other calamities. Features of *adaptive programming* include: a) encouraging implementation through a consortium with local partners, b) CDD approach that contributes to community empowerment for O&M of infrastructure and construction of basic infrastructure through LIPW; c) involvement and empowerment of local governments; d) make an allowance to engage third party individuals/organizations to undertake monitoring and supervision when missions cannot be fielded; e) sourcing of resources locally, to the extent possible; and f) flexibility that allows for adjustment and restructuring of project interventions as needed. This would allow for sustenance of a certain degree of activity implementation during some calamities, depending on the nature and extent of the calamity. For proper coordination and advance preparation, SSLRP management will keep close liaison with institutions, such as the Partnership for Recovery and Resilience (PfRR), WFP, United Nations High Commission for Refugees (UNHCR), and other humanitarian agencies that could help provide early warning information.

b. Financial Management, Procurement and Governance

117. The GoSS has just resumed the implementation of the reforms in its Public financial management system within the country and thus given that these process is still in nascent stage, the project will be managed for it financial management aspects in line with the agreed implementation arrangement. The project Financial management will be split between the Implementing Agency which is VSF – Germany working in consortium with other NGOs and the GoSS Lead agency (MAFs). The project will adopt and apply the international accounting standards and the accounts will be maintained using IPSAS cash accounting. The implementing agency will provide full financial management for the project except for sub component 3.2. Financial management for this subcomponent shall be provided by a PCU under MAFS. Consolidated reports will be provided to IFAD by the PCU. The project financial management inherent risk is assessed as high and the residual risk is mitigated to Moderate. This is mainly made possible through the use of the implementing agency that has been assessed to have systems in place taking management of over 90% of the funds and hence being in charge of the fiduciary aspects. Other key foreseen risks are elaborated in annex 8*** together with detailed mitigation measures.
118. **Staffing and Organizational arrangements:** VSF – Germany has operations in South Sudan, with an established office in Juba and field offices in the countryside. The established structure includes a Head of Finance who supervises a Senior Accountant, Field Finance and Administration Officer and Administrative Assistant. An accountant will be recruited to manage the project funds under the leadership of the Head of Finance. At PCU level, the ministry shall recruit an accountant who will manage funds for the sub component 3.2.
119. **Funds Flow arrangements:** Accordingly, funds will flow directly from IFAD to the IA, apart from funds for Subcomponent 3.2 which will flow to MAFS to support the PCU that will oversee the Subcomponent's implementation. The funds will be disbursed from IFAD on the Revolving Account Mechanism for both the IA and MAFS. The use of direct payments will be encouraged as much as possible in line with IFAD guidelines. The Implementing agency will maintain a designated account in USD to receive funds from IFAD and operating account in South Sudanese pounds (SSP). All the other participating NGO will operate separate Local currency accounts to receive the funds. Likewise the ministry of Agriculture shall maintain separate bank accounts for the funds they shall manage. Funds held in the SSP denominated bank accounts will be reviewed from time to time, minimising the amounts as much as possible with a view of mitigating against value erosion arising out of a volatile exchange rate.
120. **Accounting and Financial Reporting:** Both at the IA level and the PCU level in the MAFs, computerised accounting system will be run based on an off shelf package accounting software for the day to day functions of the project in line with the requirements of IFAD for easy tracking reporting. The accounting will comply with the Government adopted accounting standards. The policies and systems including the detailed internal control mechanisms are detailed in the PIM. Financial reporting will be performed at IA level and transmitted to the PCU for consolidation and transmittal of the relevant reports to IFAD.
121. **External audit:** This will be performed in compliance with the IFAD guidelines as provided in the IFAD Handbook on Financial Reporting and Auditing for IFAD funded projects. The consolidated accounts shall be finalised by the PCU and submitted for audit within the agreed deadlines for IFAD submission. The TOR for the audit will receive a No Objection clearance from IFAD.
122. Implementation of the IFAD Client Portal (ICP), an IFAD web-based site for electronic loan/grant information management including online submission, authorization and approval of withdrawal applications, access of project documentation, among others, will be a requirement for SSLRP from the first year of implementation. ICP will be used to process withdrawal applications both from the IA and PCU.
123. **Procurement** – The national legal and regulatory framework, systems and capacities remain inadequate and do not meet international standards for fair and transparent procurement processes. The full adoption of Project Procurement Framework is therefore recommended for procurement by the IA and the Government PCU. Both the IA and the PCU will be supported by IFAD through TA to ensure compliance with IFAD procurement processes and procedures and international best practice in procurement. Each contract to be financed by proceeds of IFAD's investment will be included in the Project Procurement Plan (PPP) prepared by the IA, certified by the PCU and receiving No Objection from IFAD. The IA will establish a procurement unit in charge of, inter alia, procurement planning, handling of the bidding process, conducting bid openings and evaluations of bids, and contract monitoring. A Procurement Committee will be established at the IA and the PCU will review and certify the following documents or actions: procurement plan, draft advertisements and bidding documents, evaluation reports and contract award recommendations, rejection of bids, contracts or contract amendments above pre-defined thresholds.
124. For subcomponent 3.2, where funds shall be channelled through MAFS for the functioning of the PCU and the relevant capacity development activities, IFAD's Project Procurement Framework (including IFAD's Procurement Handbook and Standard procurement Documents) shall apply. To mitigate potential risks, the threshold for IFAD's prior review will be USD 20 000. There will be quarterly reviews and/or supervision of procurement and IFAD will provide Technical Assistance, when needed, to support the procurement processes as part of capacity building. MAFS will be expected to work through the No Objection Tracking Utility System (NOTUS) for the submission of no objection requests and IFAD's client portal (ICP) for contract management (Contract Management Tool).
125. **Governance** – As stated under Section IV (Organisational Framework), a government oversight body, comprising the NAC and NTC, will provide an oversight role to ensure effective SSLRP implementation. They will provide strategic guidance towards the achievement of Project objectives and contribute to the higher-level sector policy and strategic goals.
126. Whilst the enforcement of good governance would be the primary responsibility of the Government, all SSLRP's stakeholders will be made aware that IFAD applies a zero tolerance policy towards fraudulent, corrupt, collusive or coercive actions in Projects financed through its loans and grants. Therefore, SSLRP will promote good governance through the involvement of communities and beneficiaries in: a) the preparation of the annual work plans and budgets; b) the transparent and fair procurement process; and c) the monitoring and evaluation of Project activities. A Grievance Redress Mechanism (GRM) is provided and would provide an avenue for any stakeholders interested in, among other things, providing any information that could ensure the project's good governance. For details about GRM, please refer to Section M. b. of this report.

L. Planning, M&E, Learning, KM and Communication

a. Planning, M&E, Learning, Knowledge Management and Communication

127. **Planning** – SSLRP's planning will be led by the IA and will follow a bottom-up participatory process. The initial planning and preparation of the AWPB will be carried out at the Boma level within the framework established for decentralised administration. The Boma level plans will then be consolidated at the Payam level, then at the County level, State Level and, eventually, at the national level. This will form the SSLRP-wide AWPB. The AWPB will be a tool to direct implementation of the project as well as facilitate process and progress monitoring. Submission of the draft AWPB to IFAD will be done at least 60 days before the commencement of the project year. Project management will have the possibility of revising the approved AWPB at any time of the year but any necessary adjustments would be subjected to the required approvals by both government and IFAD. Overall planning will be informed by the prevailing security situation on the ground, which will inform the sequencing of activities across geographic sites. Conflict scans will be deployed at the planning stage to ensure that proposed interventions are not likely to trigger localised conflict.
128. The project will adopt a multi-year planning approach, which will cover the period up to the MTR. It will serve as an internalization process for the IA and the counties of the PDR and supporting documents, and forming the basis for the annual work plans to be developed subsequently since, building on experiences, strategies will be revised for the preceding AWPBs. The first AWPB will be prepared based on the project's appraisal report while subsequent AWPBs will rely on participatory review and planning processes whereby beneficiaries will identify their community needs and resource priorities.
129. The IA will coordinate the different service providers and counties and ensure that the AWPBs are realistic, reasonable and results-oriented. The AWPB shall be initiated before the fiscal year ends. The Financial Management Specialist and Procurement Specialist will be part of the entire process. The Procurement Plan and capacity building plan will be prepared together with the AWPB and sent to IFAD for No-Objection.
130. Considering that AfDB will be providing parallel financing to complement SSLRP activities, it will be critical that liaison during the AWPB preparation is ensured. At this stage, the respective implementing agencies would need to liaise and agree on who is doing what, where and when. At the time of activity planning, it will also be important to agree on the monitoring plan during the course of implementing approved activities. Flexibility will need to be exercised to maximise effectiveness and efficiency of resource use.
131. **Monitoring and Evaluation** – SSLRP's M&E system will seek to strengthen the capacity of primary stakeholders to manage the resources over which they have decision making power. Accordingly, SSLRP will adopt a hybrid type of monitoring which will combine monitoring based on the logical framework and community monitoring. The former will seek to strengthen primary stakeholder engagement and feedback while the latter will focus on providing information needed for impact-oriented project management.
132. IFAD's COI Guidelines will be the methodological tool used to measure project outcomes and undertake the baseline, MTR and Completion surveys. The project will collect data on project inputs/activities and the resulting outputs. Data on the project's intended outcomes will be collected annually through outcome surveys; this will likely start during the third year of implementation when some outcomes may begin to manifest. Higher level project outcomes and impact data will be collected through outsourced surveys and they will be carried out at baseline, midline and end-line periods. The M&E team will also collect, or facilitate the collection of, data on mainstreaming themes and grievance redress mechanism. These will be incorporated into annual outcome and impact surveys. Data on community indicators will also be collected annually from the second year of project implementation through community monitoring surveys. The data to be collected will include quantitative data, to measure the project's tangible output and outcomes, and qualitative data, to complement the quantitative data and capture intangible results of the project.
133. **Institutionally, the M&E will have multiple levels, that is IA, State, County, Payam and community levels that will be aligned with the project management system. Overall responsibility of M&E will rest with the IA's M&E officer who will be supported by State and County focal points and CFs. Further clarity on the M&E roles and responsibilities is provided in the PIM - Annex 2 on the Responsibility and Accountability Matrices of the SSLRP Stakeholders**
134. The collection of M&E data will be done using sound procedures and standard data collection templates which will be developed. The IA's M&E officer will consolidate data and reports from states and validate the information. The officer will prepare progress reports linking physical achievements to the financial progress and estimating overall achievement of project objectives.
135. Three surveys - baseline, midline, and end-line - will be done following methodologies developed after taking into consideration inputs from relevant stakeholders, including the IFAD and GoSS. The project will operationalize satisfactory home-grown models of monitoring and evaluation, which will include bottom-up participatory and community-based internal learning aspects. In terms of community monitoring, the project's M&E will use community based structures, that is, local leaders and CFs, to assess implementation progress and achievement of project objectives. Community monitoring will make use of indicators that will be derived using participatory processes to allow communities to define change in their own terms. Monitoring in this respect will entail conducting village surveys and focus group discussions allowing beneficiary communities to assess if the changes that they anticipated have been achieved.
136. The PCU will carry out at least two monitoring visits per year to the target areas to ensure Government engagement and promote capacity building. IFAD will undertake periodic supervision missions to assess the status of project implementation and evaluate the project's direction with respect to its objectives, outputs and outcomes. Quarterly, bi-annual and annual reports will be produced by respective service providers [38] with formal reporting responsibilities to the IA. The IA will consolidate the reports to produce a Project-wide report for submission to GoSS and IFAD. The reports will provide information such as: a) overview of intervention activities undertaken in the last quarter and cumulatively over the fiscal year; and b) progress and outputs in terms of the agreed M&E indicators and community indicators; c) progress in terms of mainstreaming themes, i.e. nutrition, gender, youth, environment and climate including reporting on SECAP and GRM. The reports will also provide lessons learnt and knowledge gaps identified. The reports will further seek to identify constraints encountered so as to seek ways of addressing them.
137. The M&E strategy will also contribute towards monitoring risks against the IPRM and also in view of the triggers for Component 0. The SSLRP monitoring plan will identify the most significant risks likely to have the highest cost on the project and its beneficiaries. Some of these were risks identified in the EFA and applied in the sensitivity analysis: a) the risk of the potential resumption of conflict

and how this could delay implementation; b) macro- economic issues around inflation and SSP volatility; c) flooding and related climate catastrophes. Analysis of the risks will be the responsibility of the IA. The results from these analyses will be triangulated using results from the WB's risk and crisis monitoring reports, to provide risk information for sections or components that are not project specific, such as political, macroeconomic, fragility and security contexts. Apart from WB, SSLRP will also coordinate with other development agencies in South Sudan, e.g. UNHCR, FAO and WFP.

138. **Knowledge Management and Learning (KM&L)** – SSLRP's implementation strategy will include a process of learning and utilizing the lessons learned to build a mass of knowledge in all areas of the programme. Knowledge areas to be filled by the system include answers to the following performance questions: a) what are the livelihood threats and opportunities at the County Level – this will be derived from the County Profiles, b) nutrition gap assessment in the target payams and bomas, c) level of agricultural production and productivity change attributable to the project; d) what project implementation and monitoring capacities exists at county levels and what are the gaps – Capacity Needs Assessment; c) how effective is the use of GALS approach in CDD promoting the mainstreaming of gender. In addition, since SSLRP' is a CDD, knowledge around areas such as; the number or percentage of community action plans implemented; the extent to which primary beneficiaries are satisfied with the programme's implementation; the existence of an effective GRM. A KM action plan will be prepared to: a) identify knowledge gaps and prioritize knowledge products to be developed; b) systematically document methods to ease the up-scaling of best practices in South Sudan or repackaging of innovative approaches developed elsewhere; c) disseminate knowledge using various communication tools (newsletter, brochures, websites, radio, FFS). Regular reflection workshops, drawing on M&E data to improve performance, will be held and information sharing mechanisms (internal and external) developed. The South-South cooperation and exchange visits will also be integrated in the KM&L strategy.

139. **Communication** – The Project will develop a strategic communications plan for targeted groups. Since the target groups for the products will vary, the nature of the products as well as the channel through which communication is to be done will also vary to suit the needs of the information recipients. For primary beneficiaries, awareness raising campaigns will be used to promote issues pertinent to the project, such as environment and natural resource management, climate change, nutrition, gender and use of modern agricultural technologies. The messages will be disseminated through various forums, such as radios, religious gatherings, community groups and schools. For ease of transmitting the messages, the information will be communicated in local languages applicable to the recipients. CFs will play a central role in facilitating the dissemination of these messages to the primary beneficiaries since they will be the primary link between the IA and the target communities. Technical information will be shared with GoSS, IFAD and other stakeholders. This will be in the form of technical reports on results and lessons learnt. These will be disseminated through publishing results, success stories and programme innovations using various media, organizing stakeholder workshops or seminars and conducting review meetings. For this reason, knowledge sharing will form a crucial part of KM&L because it will be the platform for scaling up, exchange of ideas and experiences.

b. Innovation and scaling up

140. **Innovations** - Overall, SSLRP innovations will mainly be adaptations or adoptions; these have been in existence and are being adapted to the selected project areas. These will include the following: a) promoting participatory approaches to planning and resource allocation; this will be done through the CDD methodology where, through prioritisation, carefully considered CDPs will be produced; b) promotion of low-cost but effective agricultural technologies, such as ox-plough use, field level threshers, solar drier technologies that can lead to better productivity and improved incomes. Through facilitation, communities will be exposed to different technologies to aid their informed decision making processes; c) through facilitation, target communities will be exposed to enterprises and services, such as village SACCOs, VSLAs and cash for work services that provide strategic economic opportunities and employment for poor rural people; d) linking of private sector stakeholders with farmers/farmers' organisations to promote bulking of produce, appropriate commodity storage, value addition/processing, etc.; this linkage will enhance access to markets for the target rural community beneficiaries; and e) promoting the use of the GALS approach and adapting it to CDD programming. SSLRP will also facilitate for 'crisis modification' as an innovative approach to enable the project to respond to any crises that may erode the gains of the project.

141. **Scaling-up of Results** – With relatively limited resources, scaling up will be of paramount importance to the project to ensure that the successfully demonstrated interventions can be implemented in other parts of the country or even within the same Counties but extended to other Payams. Scaling up will be promoted through:

- Government ownership – although SSLRP will be implemented by a Third party implementing agency, governments at all levels will be part of the process. That way, government would be to promote the extension of successful results to other parts of the County/State/Country either through the use of own resources or by securing funding from GoSS' other development partners;
- Collaboration with other development partners – SSLRP will build synergies with similar projects funded by other agencies to promote scaling up of results;
- Knowledge management and dissemination – documenting and sharing of successful results with national and regional stakeholders. This will be done by establishing a knowledge management system that would enable the identification and dissemination of lessons from SSLRP's implementation experience.

M. Project Target Group Engagement and Feedback, and Grievance Redress

a. Project Target Group Engagement and Feedback.

142. **Objectives of Engagement and Feedback** – The purpose of the engagement and feedback process is for achieving effective stakeholder involvement and promoting greater awareness and understanding of issues so that the project is carried out effectively within budget and on-time. The goals of the public consultations are to provide the SSLRP with: a) the status of implementation of the identified measures; b) a sense of the concerns, priorities, and aspirations of the community members as they implement the measures; c) information to shape the project as it progresses; and d) whenever possible, specific recommendations and proposals.

143. **Responsibilities** – The IA will be responsible to ensure effective implementation of the engagement/feedback process by: a)

promoting openness and communication; b) ensuring effective stakeholder involvement; c) evaluating the effectiveness of the engagement plan in accordance with the expected outcomes.

144. *Identifying Target Groups* – For the purpose of the effective implementation of the engagement/feedback mechanism, stakeholders shall be defined as all those people and institutions that have an interest in the successful planning and execution of the project's activities. This includes those likely to be positively and negatively affected by the project, people living in the vicinity of the proposed works, special interest groups, vulnerable groups, marginalized and disadvantaged individuals or groups.
145. The consultation process shall ensure that all those identified as stakeholders are conferred with. Subject to SSLRP IA approval, the Environmental/Social consultant (to be recruited as and when needed) will share information about the subprojects with the public to enable meaningful contributions and, thus, enhance the success of the project.
146. The SSLRP IA will develop a detailed Public Consultation Plan (PCP), identifying all possible stakeholders, their specific information needs, and the appropriate modes of consultation as well as feedback mechanisms.
147. *Information Disclosure* – The type of information to be disclosed to the various stakeholders will depend on their interests and how they will be affected by the project; on the other hand, it could depend on how SSLRP activities may be affected by them. Thereafter, various communication tools will be utilized for the engagement process. These could include local newspapers, radio advertisements, direct mailings to communities, presentations with or without focus group sessions, targeted mail, one-on-one meetings, presentations, seminars, and general use of social media.
148. *Getting Feedback* – Various approaches will be used to mobilize participation and feedback from expected or actual beneficiary communities and their organizations throughout the project cycle. These include: a) scheduling regular updating meetings with key stakeholders; b) availing suggestion boxes at SSLRP IA offices; c) engaging stakeholders in participatory planning (bottom-up approach); d) engaging stakeholders in participatory M&E; e) conducting beneficiaries surveys to assess progress, gauge their satisfaction with services delivered, and evaluate project results at project mid-term and end-term, and at shorter intervals, as needed; and f) including beneficiary representatives or civil-society organizations (CSOs) as members of project steering committees; this would induce a higher degree of beneficiary influence over decision making.
149. *Stakeholder Engagement Techniques* – A variety of engagement techniques will be used to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate project information to stakeholders. The major elements of the consultation programme should be timed to coincide with significant planning and decision-making activities in the project cycle. Ideally, public consultations should be undertaken during: a) preparation of the Environmental Assessment (EA) terms of reference; b) carrying out of an EA; and C) government review of an EA report.
150. The first step will be to hold public consultations with the local communities, MAFS staff and all other interested/affected parties during the screening process. These consultations will be aimed at briefing the communities/staff about the project activities, how the activities will be carried out and what sectors of the environment are likely to be impacted. The public consultations will be done in a participatory manner to encourage the communities to contribute to the screening process.
151. Due to the movement restrictions brought about by the COVID-19 pandemic, full scale site visits/consultations may not be conducted. Thus, the techniques that will be employed for the continuous engagement process will include limited face to face engagements and site visits. More electronic communication will be used. The strategy will include the following: a) limited site visits; b) limited face to face interviews; c) limited physical completion of questionnaires and more of electronic administering of questionnaires; and d) limited focus group meetings and use of virtual meetings (WhatsApp, Zoom, Microsoft Teams etc.).
152. The engagement process will be a continuous throughout the project and will be used as a means of checks and balances for the proper implementation of the project. The process will employ a technically and culturally appropriate approach, which involves identifying the concerned/affected stakeholders, soliciting their views, and continuously checking if their views are being taken care of as the project implementation progresses.

b. Grievance redress.

153. The implementation of SSLRP may generate several challenges and complaints especially to those, which relate to infringement of rights of sections of the society. To address such complaints, and in the spirit of the continuous consultation process, a GRM has been developed for SSLRP. The GRM consists of three parallel systems: a) a community-based system; b) a formal system; and c) the IFAD complaints procedure.
154. *Community Based Grievance Redress Mechanism* – The Community Based Grievance Redress Mechanism aims to use the existing traditional structures. This would be used to facilitate agreements among community members but also to solve disagreements where these might occur. The process will involve informal courts handled by traditional leaders (Community chiefs etc.): a) *Community Level* –The first port of entry is the Community level run by the community Chiefs. The Chiefs preside over the matter over a set time (possibly 15 days); b) *Payam Level* – When one party is not satisfied with the decision at Community Level, the complaint can be taken up to the Payam Level. The Payam Grievance Redress Committee would then investigate and give their ruling on the matter; and c) *County Level* – However, those who are not satisfied would be allowed to appeal to the County Council (CC). At this level, the County Grievance Redress Committee, under the District Officer, would preside over the case. However, if the aggrieved party is still not satisfied then they can ultimately take the formal route.
155. *Formal GRM* – The formal GRM is detailed in Annex 12. It consists of the following steps: a) the access point for impacted/concerned people would be situated as close to the beneficiary farmers as possible, such as places at the sub-project and SSLRP IA offices. SSLRP IA staff would be responsible for receiving the grievances, classifying, and logging them; b) an acknowledgement of receipt would be given to the complainant containing an expectation of when they would receive a response; c) the grievance is then assessed and investigated to identify all the key facts; d) a resolution is then arrived at and the proposed actions are confirmed with SSLRP IA/MAFS senior members of staff; e) a response is then communicated to the complainant within the timescale promised; f) the complainant is given room to appeal to the MAFS or the Courts of Law if they are not satisfied with the

response; and g) once done, the case is brought to a closure and all the staff members of SSLRP IA are made aware of the complaint, any underlying issues and plans to prevent any future recurrence of the issue.

156. *Additional GRM Approaches* – Besides the above GRM approaches, aggrieved persons can also employ additional channels to air their complaints. These include the IFAD Complaints procedure. The objective of the IFAD Complaints Procedure is to ensure that appropriate mechanisms are in place to allow individuals and communities to contact IFAD directly. The procedure allows the concerned party to file a complaint if they believe they are or might be adversely affected by an IFAD-funded project/programme not complying with IFAD's Social and Environmental Policies and mandatory aspects of SECAP. Parties adversely or potentially adversely affected by IFAD-funded projects and programmes may bring issues to the Fund's attention using SECAPcomplaints@ifad.org. Complaints must concern environmental, social and climate issues only and should not be accusations of fraudulent or corrupt activities in relation to project implementation – these are dealt with by IFAD's [Office of Audit and Oversight](#)

157. IFAD has zero tolerance to Sexual Exploitation and Abuse. Any Sexual Exploitation and Abuse (SEA) complaints received shall be directed to IFAD's Ethics Office. Details on all aspects of the GRM process and procedures are in Annex 12.

N. Implementation plans

a. Supervision, Mid-term Review and Completion plans.

158. **Implementation Readiness and Start-up Plans.** To address potential start-up delays, a draft AWPB, the associated Procurement Plan and draft Project Implementation Manual have been prepared as part of the design. In addition, the relevant Terms of Reference and the Request for Proposals (RFQ) for the selection of the IA have been prepared, and are included in the PIM. The selection process of the Third Party Implementing Agency is expected to be finalised by the Government prior to the project's effectiveness date. Once the IA is selected, Financial Management and Procurement assessment of its systems will be done to ascertain their compliance, with IFAD Guidelines on Financial Management and Procurement, and relevant recommendations will be made. Also, Terms of Reference for a number of consultancies were drafted by the PDT and this would give the IA a head-start when recruiting consultants, especially during the first few months of implementation.

159. IFAD will provide TA to support the IA selection, as well as on procurement and financial management. The Goss and the IA will be expected to ensure full compliance with IFAD's Client Portal (ICP), including NOTUS, Contracts Management and Financials. IFAD will also be supported by a long-term consultant in-country, who will provide implementation support to the Government and the Implementing Agency as needed.

Supervision, Mid-Term Review and Completion Plans

160. *Supervision* – Supervision arrangements to be put in place will largely be influenced by the prevailing security situation in the country and **scenario based planning** by the PDT in consultation with the Government and development partners. Due to IFAD's limited logistical capacity in the country, FAO-CFI will be engaged to support the supervision of the project, in consideration of the huge FAO logistical infrastructure in South Sudan. Hence, IFAD will undertake Missions with, and through FAO-CFI, jointly with the Government to assess achievements and lessons learned and, when required, provide implementation support with the objective of ensuring effective project implementation and increase the likelihood of achieving the target objective. Under such a scenario, Missions would be fielded at least once every twelve months, with provisions for periodic and frequent implementation support to address any emergent issues that may have the potential to negatively impact project implementation. Considering the risk associated with the implementation of Subcomponent 3.2, IFAD will ensure quarterly monitoring meetings for procurement and financial management during the first year of implementation. As part of the annual missions' objectives, a review of the effectiveness of implementation arrangements will be undertaken to ascertain whether any adjustment/restructuring is needed to ensure optimum performance.

161. If the security situation is not deemed conducive for physical IFAD supervision and implementation support missions, IFAD would engage locally-based institutions/individuals (*third party monitoring*) to undertake field verification missions to complement IFAD's remote supervision provisions, in line with IFAD's Guidance Note on Remote Supervision. This would be done in collaboration with MAFS.

162. *Mid-Term Review (MTR)* – A MTR will be undertaken midway through project implementation; it will evaluate whether the project is on course to achieve the objectives. It will identify any prevailing constraints and recommend such re-orientation as may be required to help the project to get back on course to achieve its objectives. However, the actual timing and nature of the MTR will, similarly, be influenced by the security situation on the ground and dialogue with the Government. The MTR will also be a critical point for assessing sustainability and actualisation of the exit strategy, particularly for investments that have a public good nature and will require continuous involvement of the Government beyond the project completion date.

163. *Project Completion Plans* – Undertaking of the Project Completion Review (PCR) exercise at the end of SSLRP implementation will be led by GoSS but in close coordination with IFAD. The main purposes of the completion review process is to promote accountability, reflect on performance and articulate lessons learned to inform future programme/project design and to define an appropriate post-project strategy. The learning dimension of the completion process will be used by both IFAD and GoSS as the foundation for improvements in future programme/project design and implementation. The completion review process will also be critical for identifying opportunities for scaling-up best practices. The PCR would need to be undertaken after project completion but before the project closure period but the prevailing security situation will influence the timing of the exercise. As part of the completion activities, a Beneficiary Impact Assessment (BIA) will be undertaken and findings used to inform the PCR.

Footnotes

[1]From November 2017 to May 2020, UNHCR estimates that some 289,560 South Sudanese refugees have returned to South Sudan, with 168,964 since October 2018 after signing of revitalized peace agreement

[2]Resilience in the PDO refers climate resilience. Climate Resilience is also mainstreamed in the project components, ToC and M and E framework

[3]Such as the African Development Bank supported Agricultural Markets, Value Addition and Trade Development Project (AMVAT)

[4]Youth costs will account for an estimated cost of USD 12,440,800 based on beneficiary target of 70%

[5]Fund for Peace: Fragile States Index 2019:<https://fragilestatesindex.org/country-data/>

[6] World Bank Data 2018:<https://data.worldbank.org/country/south-sudan>

[7]<http://hdr.undp.org/en/countries/profiles/SSD>

[8] <http://documents1.worldbank.org/curated/en/688761571934946384/pdf/Doing-Business-2020-Comparing-Business-Regulation-in-190-Economies.pdf>

[9]Transparency International: Corruption Perceptions Index 2019:<https://www.transparency.org/cpi2019>

[10]GDP growth rate for S. Sudan has been as follows: -46.1 percent (2012); 13.3 percent (2013); 3.4 percent (2014); -10.8 percent (2015); -6.3 percent (2016); -6.9 percent (2017); - 3.5 percent (2018); and 3.2 percent (2019) - Sources: Word Bank

<http://documents1.worldbank.org/curated/en/928961533737855697/pdf/129303-WP-PUBLIC-SouthSudanEconomicUpdateJuly.pdf>; <https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=SS>; <https://www.worldbank.org/en/country/southsudan/overview>

[11]World Bank June 2018: Linking the Agriculture and Food Sector to the Job Creation Agenda

[12]African Development Bank, 2018: African Economic Outlook: South Sudan.

[13]South Sudan Economic Update: Poverty and Vulnerability in a Fragile Environment (English). Washington, D.C.: World Bank Group; February 2020.

[14][10] <https://www.worldbank.org/en/publication/global-economic-prospects>, June 2020

[15]<https://www.afdb.org/en/countries/east-africa/south-sudan/south-sudan-economic-outlook>

[16]IGAD Policy Briefs 2016: IGAD Center for Pastoral Areas and Livestock Development (ICPALD)

[17]While SSDP was originally designed for the period 2011-2013, the Government decided, in February 2013, to extend the implementation period to 2016. Eventually, it became a series of five-year development plans leading up to the South Sudan Vision for 2040.

[18] World Bank ,Poverty profile of southern states, 2011

[19]South Sudan National Bureau of Statistics (SSNBS).

[20]Legge, 2017

[21] SSNBS

[22]From November 2017 to May 2020, UNHCR estimates some 289,560 South Sudanese refugees have returned to South Sudan, 168,964 since October 2018 after signing of revitalized peace agreement.

[23] World Bank, 2013: Designing Community-Driven Development Operations in Fragile and Conflict-Affected Situations Social Development Department - Lessons from a Stocktaking

[24]https://www.ifad.org/documents/38714182/41443317/SeminarCDD_BriefingPages_Web/2d2692df-9d79-db6c-c344-3c7797513d60

[25]AfDB-supported Short-Term Regional Emergence Response Project (STRERP) in South Sudan; PCR July 2020.

[26]IFAD-supported Hilly Areas Sustainable Agriculture Development (HASAD) Project in Lebanon; PCR 2019.

[27]IFAD-supported Kirehe Watershed Management Project, Rwanda; PCR 2016.

[28] HASAD PCR, 2019

[29] HASAD PCR, 2019

[30] SSLDP PCR

[31] IFAD-supported Post-Crisis Rural Recovery and Development Programme (PCRRDP) in Eritrea; PCR 2014

[32] Resilience in the PDO refers climate resilience. Climate Resilience is also mainstreamed in the project components, ToC and M and E framework

[33] Estimated household size is 5.8 (WFP Crop and Food Security Mapping-2020)

[34]World Bank 2015: Republic of South Sudan Youth Start-up Business Grant Program (Gives beneficiaries between \$1000 to \$1200 in enterprise start up grants); IFAD/Dutch Embassy funded SSLDP allocated average of \$2,008 for beneficiary group enterprise; World Bank, 2014 - In its Private Sector-Driven Agricultural Modernization project design proposed an allocation of \$ 2000 for micro projects.

[35]<https://www.refworld.org/pdfid/5b72a64a4.pdf>

[36][https://www.google.com/search?
q=IFAD+%2B+fragility&rlz=1C1GCEA_enIT870IT871&oq=IFAD+%2B+fragility&aqs=chrome..69i57j0.2957j0j8&sourceid=chrome&ie=UTF-8](https://www.google.com/search?q=IFAD+%2B+fragility&rlz=1C1GCEA_enIT870IT871&oq=IFAD+%2B+fragility&aqs=chrome..69i57j0.2957j0j8&sourceid=chrome&ie=UTF-8).

[37]<https://www.afdb.org/en/countries/east-africa/south-sudan/south-sudan-economic-outlook>

[38]Includes state and county focal points

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Annex 1: Logframe

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department

South Sudan Livelihoods Resilience Programme

Logical Framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	

Results Hierarchy	Indicators				Means of Verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility		
Outreach	1.b Estimated corresponding total number of households members				Progress reports	six-monthly	IA	1) Government of national unity will continue to be effective for peace and stability to continue prevailing (A); 2) Continued Government commitment and implementation of the reforms agenda under Revitalised Peace Agreement (A); 3) Government of national unity will continue ensure peace and stability (A); 4) 70 percent of the rural population are considered as youth ; 5) Investments in climate resilient infrastructure and agricultural technologies promote increased production (A); 6) Increased income is used on household improvements (A); 7) Effectiveness of local government structures to support the project interventions – Community Development Committees (CDCs) and Payam Development Committees (PDCs)	
	Household members	0	112752	225504					
	1.a Corresponding number of households reached				Progress reports	six-monthly	IA		
	Households	0	19440	38880					
	1 Persons receiving services promoted or supported by the project				Progress reports	six-monthly	IA		
	Females								
	Males								
	Young								
	Not Young								
	Total number of persons receiving services								
	Male	0	40	40					
	Female	0	60	60					

Results Hierarchy	Indicators				Means of Verification	Frequency	Responsibility	Assumptions
	Name	Baseline	Mid-Term	End Target				
	Young	0	70	70				

Results Hierarchy	Indicators				Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	
Project Goal Contribute to improved and resilient livelihoods among the targeted rural communities	Household asset index				National statistics, household, poverty & gender studies	Baseline, mid-term, completion	MAFS, IA 1) Government of national unity will continue to be effective for peace and stability to continue prevailing (A); 2) Continued Government commitment and implementation of the reforms agenda under Revitalised Peace Agreement (A); 3) Government of national unity will continue ensure peace and stability (A); 4) 70 percent of the rural population are considered as youth ; 5) Investments in climate resilient infrastructure and agricultural technologies promote increased production (A); 6) Increased income is used on household improvements (A); 7) Effectiveness of local government structures to support the project interventions – Community Development Committees (CDCs) and Payam Development Committees (PDCs)

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Number	0	25	60				

Results Hierarchy	Indicators				Source	Means of Verification	Frequency	Responsibility	Assumptions					
	Name	Baseline	Mid-Term	End Target										
Development Objective Empower communities to participate in decision making processes that will recover agriculture livelihoods, build household resilience and promote stability	Number of households reporting increase in yields of over 25% above baseline (design adoption rate 60%)				National statistics, household, poverty & gender studies	AOS, Baseline, midline and completion	IA		1) Government of national unity will continue to be effective for peace and stability to continue prevailing (A); 2) Continued Government commitment and implementation of the reforms agenda under Revitalised Peace Agreement (A); 3) Government of national unity will continue ensure peace and stability (A); 4) 70 percent of the rural population are considered as youth ; 5) Investments in climate resilient infrastructure and agricultural technologies promote increased production (A); 6) Increased income is used on household improvements (A); 7) Effectiveness of local government structures to support the project interventions – Community Development Committees (CDCs) and Payam Development Committees (PDCs)					
	Number	0	6960	23328										
	SF.2.1 Households satisfied with project-supported services													
	Households (%)	0	40	80										
	Households (number)													
	IE.2.1 Individuals demonstrating an improvement in empowerment													
	Total persons	0	25	60										
	Total persons													
	Females													
	Females													
	Males													

Results Hierarchy	Indicators				Means of Verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility		
	Males								
Outcome Outcome 1: Communities and local public governing bodies are empowered to plan and implement investments that stabilize livelihoods and build assets at the household and community levels	Percentage of CBOs successfully implementing a CDP				COI survey and annual outcome studies	Baseline, mid-term, completion. AOS annually	IA	1) CDD approach is essential to facilitating social cohesion & economic development; 2) Intra-communal dynamics facilitate social inclusion and cohesion; 3) Strategic infrastructure is implemented and maintained by the communities	
	Percentage	0	40	80					
	Percentage of women	0	30	30					
	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers				COI survey and annual outcome studies	Baseline, mid-term, completion. AOS annually	IA		
	Households (%)		40	80					
	Households (number)								

Results Hierarchy	Indicators				Source	Means of Verification	Frequency	Responsibility	Assumptions
	Name	Baseline	Mid-Term	End Target					
Output Output 1.1: County profiles compiled	Number of county profiles prepared				Service provider report, M&E reports	MTR and completion	IA, Service Providers	1) CDD approach is essential to facilitating social cohesion & economic development; 2) Intra-communal dynamics facilitate social inclusion and cohesion; 3) Strategic infrastructure is implemented and maintained by the communities	
	Number	0	5	5					
Output Output 1.2:CBOs established or strengthened	Number of Community Based Organizations (CBOs) established and strengthened				Service provider report, M&E reports	MTR and completion	IA, Service Providers	1) CDD approach is essential to facilitating social cohesion & economic development; 2) Intra-communal dynamics facilitate social inclusion and cohesion; 3) Strategic infrastructure is implemented and maintained by the communities	
	Number	0	159	542					
	Women only CBOs	0	48	163					

Results Hierarchy	Indicators				Source	Means of Verification	Frequency	Responsibility	Assumptions					
	Name	Baseline	Mid-Term	End Target										
Outcome Outcome 2: Improved access to productive assets, services and climate resilient infrastructure	2.2.6 Households reporting improved physical access to markets, processing and storage facilities				COI Survey and project reports Service provider report M&E Reports	Baseline, mid-term and completion, MTR, AOS	IA	1) Communities are more likely to demand the following infrastructure – water supply, processing and storage facilities ; 2) Strategic infrastructure identified, implemented and maintained by the communities; 3) Changes in weather patterns will not considerably vary from predictions, both in type & magnitude of change; 4) Investments in infrastructure can lead to increased production, access to markets & improved nutrition; 5) Intra-communal stability is maintained; 6) Successful revisions and operationalisation of the National Nutrition Policy; 7) Returnee youth are successfully mobilized to engage in Labour intensive public works (LIPW)						
	Households reporting improved physical access to markets	0	40	80										
	Males													
	Females													
	Young													
	Households reporting improved physical access to processing facilities	0	40	80										
	Households reporting improved physical access to storage facilities	0	40	80										
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices													
	Households	0	25	60										
	Total number of household members	0	29160	139968										
	Males	0	1450	11664										
	Females	0	2900	23328										
	Young	0	3045	24494										
	Households	0	4860	23328										
	1.2.4 Households reporting an increase in production				COI Survey and project reports Service provider report M&E Reports	Baseline, mid-term and completion, MTR, AOS	IA							
	Households		40	60										
	Males													

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Females								
Young								
Number of temporary jobs created for youth					COI Survey and project reports Service provider report M&E Reports	Baseline, mid-term and completion, MTR, AOS	IA	
Number	0	1000	2600					
1.2.8 Women reporting minimum dietary diversity (MDDW)								
Women (%)	0	25	60					
Women (number)	0	11600	17400					
Households (%)	0	25	60					
Households (number)	0	11600	17400					
Household members	0	69600	104400					

Results Hierarchy	Indicators				Means of Verification		Assumptions					
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility					
Output Output 2.1: Increased physical access to markets, processing and storage facilities	2.1.5 Roads constructed, rehabilitated or upgraded				Service provider report, M&E reports	MTR, AOS and completion	IA, Service Providers	1) Communities are more likely to demand the following infrastructure – water supply, processing and storage facilities ; 2) Strategic infrastructure identified, implemented and maintained by the communities; 3) Changes in weather patterns will not considerably vary from predictions, both in type & magnitude of change; 4) Investments in infrastructure can lead to increased production, access to markets & improved nutrition; 5) Intra-communal stability is maintained; 6) Successful revisions and operationalisation of the National Nutrition Policy; 7) Returnee youth are successfully mobilized to engage in Labour intensive public works (LIPW)				
	Length of roads	0	30	95								
	2.1.6 Market, processing or storage facilities constructed or rehabilitated											
	Market facilities constructed/rehabilitated	0	0	0								
	Processing facilities constructed/rehabilitated	0	21	65								
	Storage facilities constructed/rehabilitated	0	0	0								

Results Hierarchy	Indicators				Means of Verification		Assumptions	
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Output Output 2.2: Strengthened environmental sustainability and climate resilience of poor rural people's economic activities	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks	Service provider report, M&E reports	MTR, AOS and completion	IA, Service Providers	1) Communities are more likely to demand the following infrastructure – water supply, processing and storage facilities ; 2) Strategic infrastructure identified, implemented and maintained by the communities; 3) Changes in weather patterns will not considerably vary from predictions, both in type & magnitude of change; 4) Investments in infrastructure can lead to increased production, access to markets & improved nutrition; 5) Intra-communal stability is maintained; 6) Successful revisions and operationalisation of the National Nutrition Policy; 7) Returnee youth are successfully mobilized to engage in Labour intensive public works (LIPW)			
	Groups supported	0	159	542				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Output Output 2.3: Access to agricultural technologies and production services	1.1.3 Rural producers accessing production inputs and/or technological packages				Service provider report, M&E reports	MTR, AOS and completion	IA, Service Providers	1) Communities are more likely to demand the following infrastructure – water supply, processing and storage facilities ; 2) Strategic infrastructure identified, implemented and maintained by the communities; 3) Changes in weather patterns will not considerably vary from predictions, both in type & magnitude of change; 4) Investments in infrastructure can lead to increased production, access to markets & improved nutrition; 5) Intra-communal stability is maintained; 6) Successful revisions and operationalisation of the National Nutrition Policy; 7) Returnee youth are successfully mobilized to engage in Labour intensive public works (LIPW)
	Females							
	Males							
	Young							
	Total rural producers	0	159	542				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Output Output 2.4: Communities receive nutrition support	1.1.8 Households provided with targeted support to improve their nutrition				Service provider report, M&E reports	MTR, AOS and completion	IA, Service Providers	1) Communities are more likely to demand the following infrastructure – water supply, processing and storage facilities ; 2) Strategic infrastructure identified, implemented and maintained by the communities; 3) Changes in weather patterns will not considerably vary from predictions, both in type & magnitude of change; 4) Investments in infrastructure can lead to increased production, access to markets & improved nutrition; 5) Intra-communal stability is maintained; 6) Successful revisions and operationalisation of the National Nutrition Policy; 7) Returnee youth are successfully mobilized to engage in Labour intensive public works (LIPW)
	Total persons participating	0	17400	26100				
	Males	0	5800	8700				
	Females	0	11600	17400				
	Households	0	11600	17400				
	Household members benefitted	0	69600	104400				
	Young	0	4640	11600				

Results Hierarchy	Indicators				Means of Verification	Assumptions
	Name	Baseline	Mid-Term	End Target		
Outcome Outcome 3: Capacities strengthened at community, state & local government levels to support project implementation	Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment	COI Survey, Project, service provider and impact assessment reports M&E Reports	Baseline, mid-term and completion, quarterly, MTR	IA reports	1) Successful finalisation of the Cooperative Assessment for South Sudan by ILO which will feed into the preparation if the Cooperative policy; 2) PCU plays a facilitative role for the IA and key project milestones are met; 3) Effective coordination occurs with the World Bank and African Development Bank investments towards capacity building of MAFS and the PCU	

Results Hierarchy	Indicators				Source	Means of Verification	Frequency	Responsibility	Assumptions
	Name	Baseline	Mid-Term	End Target					
Output Output 3.1	Capacity needs assessment prepared				COI Survey, Project, service provider and impact assessment reports M&E Reports	Baseline, mid-term and completion, quarterly, MTR	IA reports	1) Successful finalisation of the Cooperative Assessment for South Sudan by ILO which will feed into the preparation of the Cooperative policy; 2) PCU plays a facilitative role for the IA and key project milestones are met; 3) Effective coordination occurs with the World Bank and African Development Bank investments towards capacity building of MAFS and the PCU	
	Number	0	1	1					

Results Hierarchy	Indicators				Source	Means of Verification	Frequency	Responsibility	Assumptions
	Name	Baseline	Mid-Term	End Target					
Output Output 3.2	Number of trainings provided to GoSS staff at central and decentralized levels	Number	0	5	5	Service provider and M&E reports	MTR and completion	IA, Service providers	1) Successful finalisation of the Cooperative Assessment for South Sudan by ILO which will feed into the preparation if the Cooperative policy; 2) PCU plays a facilitative role for the IA and key project milestones are met; 3) Effective coordination occurs with the World Bank and African Development Bank investments towards capacity building of MAFS and the PCU

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Output Output 3.3	Policy 1 Policy-relevant knowledge products completed				Service provider and M&E reports	MTR and completion	IA, Service providers	1) Successful finalisation of the Cooperative Assessment for South Sudan by ILO which will feed into the preparation of the Cooperative policy; 2) PCU plays a facilitative role for the IA and key project milestones are met; 3) Effective coordination occurs with the World Bank and African Development Bank investments towards capacity building of MAFS and the PCU
	Number	0	1	3				

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Annex 2: Theory of change

Mission Dates: 20 August to 6 December 2020

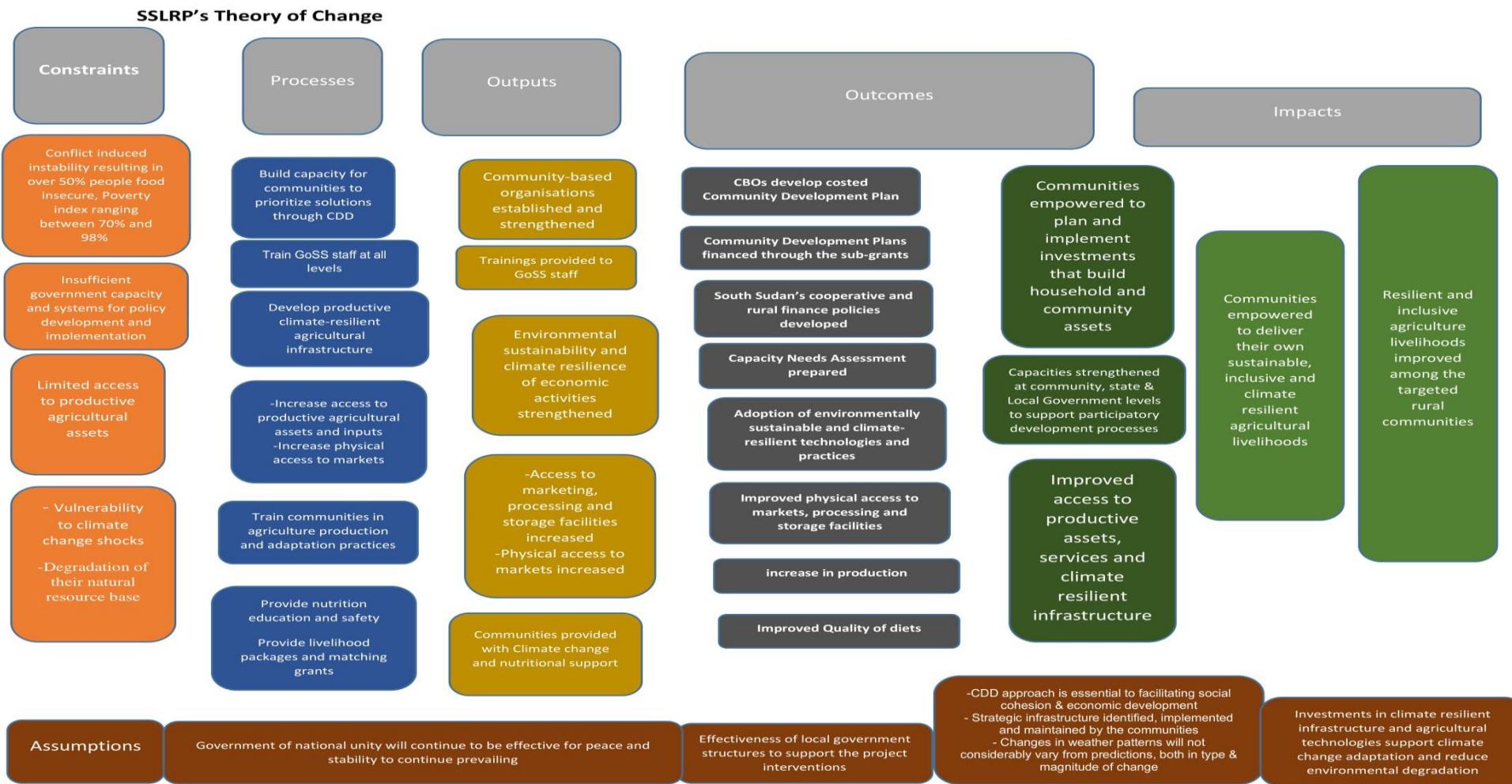
Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department

Annex 2: Theory of Change





Investing in rural people

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Annex 3: Project cost and financing: Detailed costs tables

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department

Annex 3: Project Cost and Financing

South Sudan Livelihoods and Resilience Project (SSLRP) Project Design Report (PDR)

1. Total project costs have been estimated at USD 17.9 million over a 6-year period of implementation. Component 1;*Community Driven Development Planning* accounts for 26% of baseline costs (USD 4.6 million). Component 2;*Agriculture Production and Rural Livelihoods* accounts for 41% of base line costs (USD 7.3 million). Lastly component 3;*Project management, coordination & capacity building* accounts for 33% of baseline costs (USD 5.9 million). Component 0;*Disaster response and risk mitigation* is not a costed component but is provided in design should a reallocation of funds be needed during implementation in response to such events.¹

2. The costing has been done in USD as the input currency. The South Sudan Pound has been facing volatile fluctuations with the central bank official rate in the region of 1 USD to SSP 170 (October 2020) while the “the black market” was at 1 USD to SSP 500. South Sudan’s general inflation fell to 24.5% in 2019 from 83.5% in 2018 due to reduced financing of the fiscal deficit. The central bank commitment to reduce *monetization* of the fiscal deficit is expected to continue, with resulting inflation declining further to 16.9% in 2020 and 9.7% in 2021². With this trend, the costing done in USD terms has yielded a low price contingency (USD 59,000 only) because the devaluation of the SSP vs USD will deal with any emerging price contingencies during implementation. Public Financial Management (PFM reforms which are ongoing are focusing on stabilizing the macro-economic fundamentals and disciplining the financial sector. South Sudan has just received a loan from IMF which is expected to stabilize the currency and avail much needed foreign currency into the market – which may hopefully stabilize the currency, and address inflation. A component-wise and also by expenditure category break down of total project costs is presented in Table 1 and 2 below. Project costs by component by year are presented in table 3.

3. **IFAD climate-focused financing.** Climate resilient activities/interventions have been mainstreamed into Project Development Objectives, Theory of Change and Monitoring and Evaluation Frameworks and specifically to project components under activity 2.2.1 and 2.2.2 for climate resilient infrastructure development as well as soil and water conservation activities. Furthermore, Climate Risk analysis and adaptation options are prepared and will be considered during CDD and CDP preparation. About 41% of the costs for CDD, CDP, capacity building etc are focused on climate adaptation.

¹Youth costs will account for an estimated cost of USD 12,440,800 based on beneficiary target of 70%

²<https://www.afdb.org/en/countries/east-africa/south-sudan/south-sudan-economic-outlook>

Table1: Summary of Costs by Components
(Thousands of United States dollars)

South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)
Components Project Cost Summary

	(SSP '000)			(USD '000)		
	Local	Foreign	Total	Local	Foreign	Total
A. Community Driven Development Planning						
Build strong and inclusive Community Based Organizations (CBOs)	1,135,730	368,670	1,504,400	2,271	737	3,009
Development of Community driven development plans (CDPs)	630,450	176,550	807,000	1,261	353	1,614
Subtotal Community Driven Development Planning	1,766,180	545,220	2,311,400	3,532	1,090	4,623
B. Agriculture Production and Rural livelihood Support						
Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods	542,000		542,000	1,084		1,084
Community Infrastructure to Support Production and Marketing	2,886,900	234,600	3,121,500	5,774	469	6,243
Subtotal Agriculture Production and Rural livelihood Support	3,428,900	234,600	3,663,500	6,858	469	7,327
C. Project Support and Capacity Building						
Third Party Implementation Arrangements	569,675	750,825	1,320,500	1,139	1,502	2,641
Institutional Capacity Building and Policy Support	1,448,675	217,515	1,666,190	2,897	435	3,332
Subtotal Project Support and Capacity Building	2,018,350	968,340	2,986,690	4,037	1,937	5,973
Total BASELINE COSTS	7,213,430	1,748,160	8,961,590	14,427	3,496	17,923
Price Contingencies	4,142	1,453	5,595	3	1	4
Total PROJECT COSTS	7,217,572	1,749,613	8,967,185	14,430	3,497	17,927

Table 2: Project costs by expenditure category and financier

(Thousands of United States dollars)

South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)

Expenditure Accounts Project Cost Summary

	(SSP '000)			(USD '000)		
	Local	Foreign	Total	Local	Foreign	Total
I. Investment Costs						
A. Grants and subsidies	2,881,500	-	2,881,500	5,763	-	5,763
B. Vehicles	43,750	18,750	62,500	88	38	125
C. Goods, Services and Inputs	2,106,965	902,985	3,009,950	4,214	1,806	6,020
D. Consultancies	474,900	712,350	1,187,250	950	1,425	2,375
E. Training	202,755	86,895	289,650	406	174	579
Total Investment Costs	5,709,870	1,720,980	7,430,850	11,420	3,442	14,862
II. Recurrent Costs						
A. Salaries and allowances	1,440,140	-	1,440,140	2,880	-	2,880
B. Operations and Maintenance	63,420	27,180	90,600	127	54	181
Total Recurrent Costs	1,503,560	27,180	1,530,740	3,007	54	3,061
Total BASELINE COSTS	7,213,430	1,748,160	8,961,590	14,427	3,496	17,923
Physical Contingencies						
Price Contingencies	4,142	1,453	5,595	3	1	4
Total PROJECT COSTS	7,217,572	1,749,613	8,967,185	14,430	3,497	17,927

Table 3:Project costs by component and year
(Thousands of United States dollars)

	Totals Including Contingencies						
	PY 1	PY 2	PY 3	PY 4	PY 5	PY 6	Total
A. Community Driven Development Planning							
Build strong and inclusive Community Based Organizations (CBOs)	492	661	788	652	332	86	3,009
Development of Community driven development plans (CDPs)	178	145	219	344	414	314	1,614
Subtotal Community Driven Development Planning	670	806	1,007	996	746	400	4,623
B. Agriculture Production and Rural livelihood Support							
Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods	6	62	132	252	318	314	1,084
Community Infrastructure to Support Production and Marketing	225	655	1,701	1,917	1,745	-	6,243
Subtotal Agriculture Production and Rural livelihood Support	231	717	1,833	2,169	2,063	314	7,327
C. Project Support and Capacity Building							
Third Party Implementation Arrangements	1,462	313	269	209	225	165	2,641
Institutional Capacity Building and Policy Support	691	754	538	552	540	261	3,336
Subtotal Project Support and Capacity Building	2,153	1,066	807	760	764	426	5,977
Total PROJECT COSTS	3,054	2,589	3,647	3,925	3,573	1,139	17,927

a. Project financing/ co-financing strategy and plan

4. IFAD will fund up to 54% of the project costs. This is split into a loan (20%) and a grant (80%) on highly concessionary terms. The African Development Bank (AfDB) will fund 32% of the total project costs amounting to USD 5.6 million that relate to investments in Eastern Equatorial and Jonglei and a contribution to the joint Project Coordination Unit.

5. Domestic co-financing constitutes 14% of the total project costs. This includes the Government of South Sudan (GoSS) contribution (9%) which will be exclusively in the form of tax reimbursements and Beneficiary in-kind contribution (5%).

Table 4:Project costs by component and financier
(Thousands of United States dollars)

	GoSS Amount	IFAD Grant Amount	IFAD Loan Amount	AfDB- Parallel Amount	Beneficiary Contribution			Total Amount	Total %
					%	%	%		
A. Community Driven Development Planning									
Build strong and inclusive Community Based Organizations (CBOs)	245	8	1,145	38	286	10	1,332	44	3,009 17
Development of Community driven development plans (CDPs)			867	54	217	13	530	33	1,614 9
Subtotal Community Driven Development Planning	245	5	2,013	44	503	11	1,862	40	4,623 26
B. Agriculture Production and Rural livelihood Support									
Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods			867	80	163	15		54	1,084 6
Community Infrastructure to Support Production and Marketing	1,124	18	2,263	36	767	12	1,282	21	807 13 6,243 35
Subtotal Agriculture Production and Rural livelihood Support	1,124	15	3,130	43	930	13	1,282	18	861 12 7,327 41
C. Project Support and Capacity Building									
Third Party Implementation Arrangements	86	3	1,223	46	157	6	1,174	45	2,641 15
Institutional Capacity Building and Policy Support	145	4	1,534	46	310	9	1,348	40	3,336 19
Subtotal Project Support and Capacity Building	231	4	2,758	46	467	8	2,522	42	5,977 33
Total PROJECT COSTS	1,600	9	7,900	44	1,900	11	5,666	32	861 5 17,927 100

Table 5:Project costs by expenditure category and financier
 (Thousands of United States dollars)

South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)

Expenditure Accounts by Financiers

(USD '000)

	Beneficiary										Total Amount	% Total
	GoSS Amount	IFAD Grant %	IFAD Loan Amount	AfDB- Parallel %	Beneficiary Contribution Amount	Beneficiary Contribution %	GoSS Amount	IFAD Grant %	IFAD Loan Amount	AfDB- Parallel %		
I. Investment Costs												
A. Grants and subsidies	842	15	3,130	54	930	16					861	15
B. Vehicles	23	18										125
C. Goods, Services and Inputs	567	9	2,869	48	783	13	1,800	30				6,020
D. Consultancies	87	4	1,009	43	104	4	1,174	49				2,375
E. Training	58	10	100	17	25	4	396	68				579
Total Investment Costs	1,577	11	7,109	48	1,842	12	3,473	23	861	6	14,862	83
II. Recurrent Costs												
A. Salaries and allowances			750	26	52	2	2,079	72				2,881
B. Operations and Maintenance	22	12	41	22	7	4	114	62				185
Total Recurrent Costs	22	1	791	26	58	2	2,193	72				3,065
Total PROJECT COSTS	1,600	9	7,900	44	1,900	11	5,666	32	861	5	17,927	100

b. Disbursement

6. The following tables provide the proposed project disbursement profile/ time frame. The discussions for possible co-financing will be on a parallel basis with coordination and synergies assured through the annual planning and budgeting processes.

Table 6: Disbursement Profile by Semester by Financier
 (Thousands of United States dollars)

South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)

Disbursements by Semesters and Government Cash Flow

	(USD '000)								Cumulative Cash Flow	
	Financing Available				Costs to be Financed					
	IFAD Grant Amount	IFAD Loan Amount	AfDB- Parallel Amount	Beneficiary Contribution Amount	Total	Project Costs	GoSS Cash Flow	GoSS Cumulative Cash Flow		
	Amount	Amount	Amount	Amount	Total					
1	333	53	799	0	1,185	1,258	-73	-73		
2	474	64	1,182	0	1,719	1,797	-78	-151		
3	544	111	788	14	1,457	1,575	-118	-269		
4	408	101	378	14	901	1,015	-114	-383		
5	875	219	688	131	1,913	2,116	-203	-585		
6	742	209	253	131	1,334	1,533	-198	-784		
7	1,000	255	650	149	2,054	2,269	-215	-998		
8	870	245	182	149	1,446	1,657	-211	-1,209		
9	943	231	622	128	1,924	2,106	-182	-1,391		
10	815	221	125	128	1,290	1,468	-178	-1,569		
11	514	102		8	623	639	-15	-1,585		
12	386	92		8	486	501	-15	-1,600		
Total	7,904	1,901	5,666	861	16,333	17,932	-1,600	-1,600		

Table 7: Investment Vs Recurrent costs by financiers
 (Thousands of United States dollars)

South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)

Financing of Investment/Recurrent Costs and Financial Charges by Year

(USD '000)

	Financing						Total
	PY1	PY2	PY3	PY4	PY5	PY6	
I. Investment Costs							
GoSS	146	227	397	421	356	30	1,577
IFAD Grant	667	817	1,484	1,740	1,629	772	7,109
IFAD Loan	106	201	418	490	442	184	1,842
AfDB- Parallel	1,597	755	505	365	251		3,473
Beneficiary Contribution	0.3	28	261	298	257	16	861
Total Investment Costs	2,516	2,029	3,066	3,314	2,935	1,002	14,862
II. Recurrent Costs							
GoSS	5	4	4	4	4	0	22
IFAD Grant	140	136	133	131	128	128	796
IFAD Loan	11	10	10	10	9	9	60
AfDB- Parallel	383	410	436	468	497	-	2,193
Total Recurrent Costs	539	561	583	612	638	138	3,071
III. Financial Charges							
Total Financing of Costs	3,055	2,590	3,648	3,926	3,574	1,140	17,932

7. The project costs are summarised in six disbursement categories including; Works (1); Equipment, Vehicles and inputs (2); Services (3); Technical Assistance (4); Grants and Subsidies (5); and Recurrent costs (6). The largest of these are Categories 5 and 2, collectively accounting for 55% of total project costs (32% and 23% respectively). The project has a ratio of 5:1 for investments costs to recurrent costs.

Detailed cost tables

South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)

Table 1.1. Build strong and inclusive Community Based Organizations (CBOs)

Detailed Costs (USD)

Unit	Quantities						Totals Including Contingencies						Fin. Rule	Expenditures by Financiers						
	PY 1	PY 2	PY 3	PY 4	PY 5	PY 6	Total	Unit Cost	PY 1	PY 2	PY 3	PY 4	PY 5	PY 6	Total	GoSS	IFAD Grant	IFAD Loan	AfDB- Parallel	
I. Investment Costs																				
A. CBOs developed from 15 payams																				
1. Two days leadership orientation for participating Payams and Bomas per County /a	Per County	5					5	27,000	135,000						135,000	IFAD_G (80%), IFAD_L (20%)	13,500	97,200	24,300	
2. Rooms hire and associated facilities for 2 days per County	Per County	5					5	500	2,500						2,500	IFAD_G (80%), IFAD_L (20%)	250	1,800	450	
3. Costs of the facilitation process	Per CBO	11	98	174	188	72	543	1,500	16,500	147,000	261,000	282,000	108,000		814,500	IFAD_G (80%), IFAD_L (20%)	81,450	586,440	146,610	
Subtotal CBOs developed from 15 payams									154,000	147,000	261,000	282,000	108,000		952,000		95,200	685,440	171,360	
B. Social Inclusion and Nutrition																				
1. Gender Mainstreaming																				
Beneficiary assessment, mobilisation and consultation	Session	3					3	10,000	30,000						30,000	IFAD_G (80%), IFAD_L (20%)	3,000	21,600	5,400	
Staff Training on Gender Empowerment and Social Inclusion	Session	3					3	600	1,800						1,800	IFAD_G (80%), IFAD_L (20%)	180	1,296	324	
Mapping and capacity assessment of existing VSLAs	Ls	3					3	500	1,500						1,500	IFAD_G (80%), IFAD_L (20%)	150	1,080	270	
Facilitated support to VSLAs (Financial literacy)	Session	45	90	90	90	90	405	100	4,500	9,000	9,000	9,000	9,000		40,500	IFAD_G (80%), IFAD_L (20%)	4,050	29,160	7,290	
Gender sensitisation across CBOs including VSLAs	Session	50	100	100	100		350	100	5,000	10,000	10,000	10,000			35,000	IFAD_G (80%), IFAD_L (20%)	3,500	25,200	6,300	
Expert of GALS methodology	Person/month	1	1				2	5,000	5,000						10,000	IFAD_G (80%), IFAD_L (20%)	1,000	7,200	1,800	
Operationalise GALS in groups and households	per year	1	1	1	1	1	6	50,000	50,000	50,000	50,000	50,000	50,000		300,000	IFAD_G (80%), IFAD_L (20%)	30,000	216,000	54,000	
IEC Materials for Gender sensitisation	Ls	1	1.				2	1,000	1,000	500	500				2,000	IFAD_G (80%), IFAD_L (20%)	200	1,440	360	
Exchange visits	Ls	3		3			6	1,000		3,000	3,000				6,000	IFAD_G (80%), IFAD_L (20%)	600	4,320	1,080	
Subtotal Gender Mainstreaming								98,800	77,500	69,500	72,000	59,000	50,000		426,800		42,680	307,296	76,824	
2. Nutrition Mainstreaming																				
Nutrition gaps assessment (value chain/ Market profiles)	Ls	1		1			2	2,000	2,000		2,000				4,000	IFAD_G (80%), IFAD_L (20%)	400	2,880	720	
Demonstration Household Food Production	Session	50	100	100	100	100	100	550	100	5,000	10,000	10,000	10,000		55,000	IFAD_G (80%), IFAD_L (20%)	5,500	39,600	9,900	
Conduct Nutrition education sessions	Session	18	36	36	36	36	198	200	3,600	7,200	7,200	7,200	7,200		39,600	IFAD_G (80%), IFAD_L (20%)	3,960	28,512	7,128	
Social marketing for promotion of nutritious foods	Lumpsum	3	6	6	6	6	33	1,000	3,000	6,000	6,000	6,000	6,000		33,000	IFAD_G (80%), IFAD_L (20%)	3,300	23,760	5,940	
IEC Materials for Nutrition messaging	Lumpsum	3	3	1.5	1.5	1.5	12	1,000	3,000	3,000	1,500	1,500	1,500		12,000	IFAD_G (80%), IFAD_L (20%)	1,200	8,640	2,160	
Reinforce capacity of community extension	Lumpsum	3	-	3	-	3	-	9	1,000	3,000		3,000			9,000	IFAD_G (80%), IFAD_L (20%)	900	6,480	1,620	
Cooking demonstrations and recipe development	Session	18	36	36	36	36	198	200	3,600	7,200	7,200	7,200	7,200		39,600	IFAD_G (80%), IFAD_L (20%)	3,960	28,512	7,128	
Promotion of food storage and processing	Session	18	36	36	36	36	198	100	1,800	3,600	3,600	3,600	3,600		19,800	IFAD_G (80%), IFAD_L (20%)	1,980	14,256	3,564	
Subtotal Nutrition Mainstreaming								25,000	37,000	38,500	37,500	38,500	35,500		212,000		21,200	152,840	38,160	
Subtotal Social Inclusion and Nutrition								123,800	114,500	108,000	109,500	97,500	85,500		638,800		63,880	459,936	114,984	
C. AFDB Parallel Financing																				
1. ABC Post harvest and MIS Equipments-EES	Ls	42	43				85	1,000	42,000	43,000					85,000	AFDB (100%)	8,500		76,500	
2. ABC MIS Equipments-EES	Ls	4	4				8	1,000	4,000	4,000					8,000	AFDB (100%)	800		7,200	
3. Post Harvest Equipment-CES	Lumpsum	42	43				85	1,000	42,000	43,000					85,000	AFDB (100%)	8,500		76,500	
4. Post Harvest Equipments-Jonglei	Lumpsum	21	22				43	1,000	21,000	22,000					43,000	AFDB (100%)	4,300		38,700	
5. ABC MIS Equipments-CES	Lumpsum	4	4				8	1,000	4,000	4,000					8,000	AFDB (100%)	800		7,200	
6. ABC MIS Equipments-Jonglei	Ls	2	2				4	1,000	2,000	2,000					4,000	AFDB (100%)	400		3,600	
7. SEG Field Equipments-EES	Ls	11	11				22	1,000	11,000	11,000					22,000	AFDB (100%)	2,200		19,800	
8. SEG Field Equipments-CES	Lumpsum	11	11				22	1,000	11,000	11,000					22,000	AFDB (100%)	2,200		19,800	
9. SEG Field Equipment-Jonglei	Ls	5	6				11	1,000	5,000	6,000					11,000	AFDB (100%)	1,100		9,900	
10. ABC Office Furniture-EES	Ls	4	4				8	1,000	4,000	4,000					8,000	AFDB (100%)	800		7,200	
11. ABC Office Furniture-CES	Lumpsum	4	4				8	1,000	4,000	4,000					8,000	AFDB (100%)	800		7,200	
12. ABC Office Furniture-Jonglei	Lumpsum	2	2				4	1,000	2,000	2,000					4,000	AFDB (100%)	400		3,600	
13. ABC Computers-EES	Ls	8	9				17	1,000	8,000	9,000					17,000	AFDB (100%)	1,700		15,300	
14. ABC Computers-CES	Lumpsum	8	9				17	1,000	8,000	9,000					17,000	AFDB (100%)	1,700		15,300	
15. ABC Computer-Jonglei	Ls	4	4				8	1,000	4,000	4,000					8,000	AFDB (100%)	800		7,200	
16. SEG Training-EES	Ls	15	16	17	19		67	1,000	15,000	16,000	17,000	19,000			67,000	AFDB (100%)	6,700		60,300	
17. SEG Training-CES	Lumpsum	15	16	17	19		67	1,000	15,000	16,000	17,000	19,000			67,000	AFDB (100%)	6,700		60,300	
18. SEG Training-Jonglei	Lumpsum	8	8	9	9		34	1,000	8,000	8,000	9,000	9,000			34,000	AFDB (100%)	3,400		30,600	
19. ABC-BPA Training-EES	Lumpsum	31	33	35	37		136	1,000	31,000	33,000	35,000	37,000			136,000	AFDB (100%)	13,600		122,400	
20. ABC-BPA Training-CES	Lumpsum	31	33	35	37		136	1,000	31,000	33,000	35,000	37,000			136,000	AFDB (100%)	13,600		122,400	
21. ABC-BPA Training-Jonglei	Lumpsum	15	16	17	19		67	1,000	15,000	16,000	17,000	19,000			67,000	AFDB (100%)	6,700		60,300	
Subtotal AFDB Parallel Financing								115,000	294,000	308,000	340,000				857,000		85,700		771,300	
Total Investment Costs								392,800	555,500	677,000	531,500	205,500	85,500		2,447,800		244,780	1,145,376	286,344	771,300
II. Recurrent Costs																				
A. AFDB Parallel Financing																				
1. Field Extension Agent-EES	Person/month	33	35	37	40	42	187	1,000	33,000	35,000	37,000	40,000	42,000		187,000	AFDB (100%)			187,000	
2. Field Extension Agent-CES	Person/month	33	35	37	40	42	187	1,000	33,000	35,000	37,000	40,000	42,000		187,000	AFDB (100%)			187,000	
3. Field Extension Agent-Jonglei	Person/month	33	35	37	40	42	187	1,000	33,000	35,000	37,000	40,000	42,000		187,000	AFDB (100%)			187,000	
Total Recurrent Costs								99,000	105,000	111,000	120,000	126,000			561,000				561,000	
Total								491,800	660,500	788,000	651,500	331,500	85,500		3,008,800		244,780	1,145,376	286,344	1,332,300

South Sudan
 South Sudan Livelihoods and Resilience Project (SSLRP)
 Table 1.2. Development of Community driven development plans (CDPs)

Detailed Costs
 (USD)

Unit	Quantities						Unit Cost	Totals Including Contingencies						Fin. Rule	IFAD Grant	IFAD Loan	AFDB		
	PY 1	PY 2	PY 3	PY 4	PY 5	PY 6		PY 1	PY 2	PY 3	PY 4	PY 5	PY 6	Total					
I. Investment Costs																			
A. CDP preparation costs																			
Kajo-Keji	Per Micro-Project	2	11	20	25	40	35	133	2,000	4,000	22,000	40,000	50,000	80,000	70,000	266,000	IFAD_G (80%), IFAD_L (20%)	212,800	53,200
Terekeka	Per Micro-Project	5	10	20	25	27	87	2,000	10,000	20,000	40,000	50,000	54,000	174,000	IFAD_G (80%), IFAD_L (20%)	139,200	34,800		
Magwi	Per Micro-Project	1	8	12	30	38	44	133	2,000	2,000	16,000	24,000	60,000	76,000	88,000	266,000	IFAD_G (80%), IFAD_L (20%)	212,800	53,200
Torit	Per Micro-Project	4	7	15	20	22	68	2,000	8,000	14,000	30,000	40,000	44,000	136,000	IFAD_G (80%), IFAD_L (20%)	108,800	27,200		
Bor	Per Micro-Project	3	17	36	36	29	121	2,000	6,000	34,000	72,000	72,000	58,000	242,000	IFAD_G (80%), IFAD_L (20%)	193,600	48,400		
Subtotal CDP preparation costs								6,000	62,000	132,000	252,000	318,000	314,000	1,084,000		867,200	216,800		
B. AFDB Parallel Financing																			
Sorghum value chain study	Ls	31						31	1,000	31,000					31,000	AFDB (100%)		31,000	
Groundnuts value chain study	Ls	31						31	1,000	31,000					31,000	AFDB (100%)		31,000	
Seed sector framework study	Ls	31						31	1,000	31,000					31,000	AFDB (100%)		31,000	
Subtotal AFDB Parallel Financing								93,000							93,000				
Total Investment Costs								99,000	62,000	132,000	252,000	318,000	314,000	1,177,000					
II. Recurrent Costs																			
Value Chain Expert	Person/month	33	35	36	38	40		182	1,000	33,000	35,000	36,000	38,000	40,000	182,000	AFDB (100%)		182,000	
Seed Expert	Person/month	46	48	51	54	56		255	1,000	46,000	48,000	51,000	54,000	56,000	255,000	AFDB (100%)		255,000	
Total Recurrent Costs								79,000	83,000	87,000	92,000	96,000		437,000				437,000	
Total								178,000	145,000	219,000	344,000	414,000	314,000	1,614,000					

Activity	Unit of Measure	Unit Cost (USD)	Total Cost (USD)
A: Consultant to develop from the discussions, both short to medium term plans agreed by the group.			
i) Fees/ a	Pers.day	8	150
			1,200
ii) Travel	Round Trip	2	150
			300
iii) DSA/b	Per day	3	78
			234
B: Where applicable design of the infrastructural intervention, its app	Per CDD plan	1	166
B: CDD plan printing costs	Per CDD plan	1	100
Total per CDD plan			2,000

- a/ The Consultant will spend about 8 days working on the CDP
 b/ The 8 days include 3 days participating in the discussion at the community meetings, to collect the information

South Sudan
 South Sudan Livelihoods and Resilience Project (SSLRP)
 Table 2.1. Investments for increased agriculture production and rural livelihoods

Detailed Costs
 (USD)

Unit	Quantities						Unit Cost	Totals Including Contingencies						Fin. Rule	IFAD Grant	IFAD Loan	Beneficiary Contribution			
	PY 1	PY 2	PY 3	PY 4	PY 5	PY 6		PY 1	PY 2	PY 3	PY 4	PY 5	PY 6	Total						
I. Investment Costs																				
A. Investment Costs																				
Kajo-Keji	Per Micro-Project	2	11	20	25	40	35	133	2,000	4,000	22,000	40,000	50,000	80,000	70,000	266,000	IFAD_G (80%), IFAD_L (15%), BENEF_CONTRIB (5%)	212,800	39,900	13,300
Terekeka	Per Micro-Project	5	10	20	25	27	87	2,000	10,000	20,000	40,000	50,000	54,000	174,000	IFAD_G (80%), IFAD_L (15%), BENEF_CONTRIB (5%)	139,200	26,100	8,700		
Magwi	Per Micro-Project	1	8	12	30	38	44	133	2,000	2,000	16,000	24,000	60,000	76,000	88,000	266,000	IFAD_G (80%), IFAD_L (15%), BENEF_CONTRIB (5%)	212,800	39,900	13,300
Torit	Per Micro-Project	4	7	15	20	22	68	2,000	8,000	14,000	30,000	40,000	44,000	136,000	IFAD_G (80%), IFAD_L (15%), BENEF_CONTRIB (5%)	108,800	20,400	6,800		
Bor	Per Micro-Project	3	17	36	36	29	121	2,000	6,000	34,000	72,000	72,000	58,000	242,000	IFAD_G (80%), IFAD_L (15%), BENEF_CONTRIB (5%)	193,600	36,300	12,100		
Total								6,000	62,000	132,000	252,000	318,000	314,000	1,084,000		867,200	162,600	54,200		

South Sudan
South Sudan Livelihoods and Resilience Project (SSLRP)
Table 2.2. Productive community infrastructure developed
Detailed Costs
(USD)

Unit	Quantities						Totals Including Contingencies						Fin. Rule	Expenditures by Financiers									
	PY 1	PY 2	PY 3	PY 4	PY 5	PY 6	Total	Unit Cost	PY 1	PY 2	PY 3	PY 4	PY 5	PY 6	Total	GoSS	IFAD Grant	IFAD Loan	AfDB-Parallel	Beneficiary Contribution			
I. Investment Costs																							
A. 2.2.1 Infrastructure for Soil & Water Conservation (Terraces, Contour bunds, gabions, etc) /a																							
Magwi	# hectares	27	54	47		128	1,000		27,000	54,000	47,000		128,000	IFAD_G (50%), IFAD_L (20%), BENEF_CONTRIB (30%)	23,040	52,480	20,992		31,488				
Torit	# hectares	14	25	22		61	1,000		14,000	25,000	22,000		61,000	IFAD_G (50%), IFAD_L (20%), BENEF_CONTRIB (30%)	10,980	25,010	10,004		15,006				
Kajo-Keji	# hectares	29	58	50		137	1,000		29,000	58,000	50,000		137,000	IFAD_G (50%), IFAD_L (20%), BENEF_CONTRIB (30%)	24,660	56,170	22,468		33,702				
Terekeka	# hectares	17	35	31		83	1,000		17,000	35,000	31,000		83,000	IFAD_G (50%), IFAD_L (20%), BENEF_CONTRIB (30%)	14,940	34,030	13,612		20,418				
Bor	# hectares	16	29	25		70	1,000		16,000	29,000	25,000		70,000	IFAD_G (50%), IFAD_L (20%), BENEF_CONTRIB (30%)	12,600	28,700	11,480		17,220				
Subtotal 2.2.1 Infrastructure for Soil & Water Conservation (Terraces, Contour bunds, gabions, etc)													479,000		86,220	196,390	78,556		117,834				
B. 2.2.2 Community-level production Systems /b																							
1. Water supply systems for production (crops&livestock) & domestic use																							
Magwi	# of facilities	3	4	4		11	50,000		150,000	200,000	200,000		550,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	99,000	270,600	90,200		90,200				
Torit	# of facilities	3	3	3		9	50,000		150,000	150,000	150,000		450,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	81,000	221,400	73,800		73,800				
Kajo-Keji	# of facilities	3	4	4		11	50,000		150,000	200,000	200,000		550,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	99,000	270,600	90,200		90,200				
Terekeka	# of facilities	3	4	4		11	50,000		150,000	200,000	200,000		550,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	99,000	270,600	90,200		90,200				
Bor	# of facilities	3	3	4		10	50,000		150,000	150,000	200,000		500,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	90,000	246,000	82,000		82,000				
Subtotal Water supply systems for production (crops&livestock) & domestic use													750,000	900,000	950,000	2,600,000		468,000	1,279,200	426,400	426,400		
C. 2.2.3 Investments in Post Harvest Infrastructure																							
1. Community based basic processing facilities (drying beds, mills etc)																							
Magwi	# of facilities	5	5	3		13	10,000		50,000	50,000	30,000		130,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	23,400	63,960	21,320		21,320				
Torit	# of facilities	3	5	4		12	10,000		30,000	50,000	40,000		120,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	21,600	59,040	19,680		19,680				
Kajo-Keji	# of facilities	5	6	4		15	10,000		50,000	60,000	40,000		150,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	27,000	73,800	24,600		24,600				
Terekeka	# of facilities	4	4	5		13	10,000		40,000	40,000	50,000		130,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	23,400	63,960	21,320		21,320				
Bor	# of facilities	3	4	5		12	10,000		30,000	40,000	50,000		120,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	21,600	59,040	19,680		19,680				
Subtotal Community based basic processing facilities (drying beds, mills etc)													200,000	240,000	210,000	650,000		117,000	319,800	106,600	106,600		
D. 2.2.4: Investments to Improve Access to Inputs & Markets																							
1. Spot improvement on Feeder Roads /c																							
Magwi	# of km	8	9	8		25	10,000		80,000	90,000	80,000		250,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	45,000	123,000	41,000		41,000				
Torit	# of km	4	4	4		12	10,000		40,000	40,000	40,000		120,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	21,600	59,040	19,680		19,680				
Kajo-Keji	# of km	9	10	9		28	10,000		90,000	100,000	90,000		280,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	50,400	137,760	45,920		45,920				
Terekeka	# of km	5	6	5		16	10,000		50,000	60,000	50,000		160,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	28,800	78,720	26,240		26,240				
Bor	# of km	4	5	5		14	10,000		40,000	50,000	50,000		140,000	IFAD_G (60%), IFAD_L (20%), BENEF_CONTRIB (20%)	25,200	68,880	22,960		22,960				
Subtotal Spot improvement on Feeder Roads													300,000	340,000	310,000	950,000		171,000	467,400	155,800	155,800		
E. AfDB Parallel Financing																							
Aggregation Centre Infrastructure-EES	Ls	90	95	100	105	110	500	1,000	90,000	95,000	100,000	105,000	110,000	500,000	AFDB (100%)	90,000		410,000					
Aggregation Centre Infrastructure-CES	Ls	90	95	100	105	110	500	1,000	90,000	95,000	100,000	105,000	110,000	500,000	AFDB (100%)	90,000		410,000					
Aggregation Centre Infrastructure Fund-Jonglei	Ls	45	47	50	52	55	249	1,000	45,000	47,000	50,000	52,000	55,000	249,000	AFDB (100%)	44,820		204,180					
Seed Testing Laboratory Equipments	Ls	315				315	1,000		315,000					315,000	AFDB (100%)	56,700		258,300					
Total													225,000	655,000	1,701,000	1,917,000	1,745,000	6,243,000		1,123,740	2,262,790	767,356	1,282,480

^a Includes climate/ environment screening costs

^b Includes climate/ environment screening costs

^c These 95 kilometres may seem a small target but they are a strategic spot improvement that can link unreachable production areas to existing community access roads

South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)

Table 3.1. Third Party Implementation Arrangements

Detailed Costs

(USD)

I. Investment Costs

A. Knowledge Management, Monitoring and Evaluation

1. Knowledge management

Information dissemination through audio-visual methods
Production and dissemination of various extension messages

Subtotal Knowledge management

2. State level

Annual stakeholder workshops
Publication and dissemination of workshop proceedings (magazines)

Subtotal State level

3. County level

Annual Stakeholder meetings

4. Monitoring and evaluation

Mid term review

Final impact evaluation

Annual progress surveys

Baseline

Subtotal Monitoring and evaluation

Subtotal Knowledge Management, Monitoring and Evaluation

B. Third Party fees and costs

C. AfDB Parallel Financing Project Coordination and Management

1. Third Party Administration Agency

2. Baseline study

3. ESMP Study and Monitoring

4. Fiduciary Capacity Development-Financial Management and Procurement

Subtotal AfDB Parallel Financing Project Coordination and Management

D. Estimated budget for ESMF Implementation

1. Site-specific ESIA's, ESMPs and environmental license fees

2. Mitigation measures

3. Monitoring and evaluation purposes (R&D, M&E, Field visits)

4. Environmental and social training

5. Annual Reviews

6. Bi-Annual Audit

7. End of Project Audit

8. 10% contingency

Subtotal Estimated budget for ESMF Implementation

Total

Unit	Quantities						Unit Cost	Totals Including Contingencies						Expenditures by Financiers						
	PY 1	PY 2	PY 3	PY 4	PY 5	PY 6	Total	PY 1	PY 2	PY 3	PY 4	PY 5	PY 6	Total	Fin. Rule	GoSS	IFAD Grant	IFAD Loan	AfDB- Parallel	
Ls	4	4	4	4	4	4	24	1,000	4,000	4,000	4,000	4,000	4,000	24,000	IFAD_G (80%), IFAD_L (20%)	19,200	4,800			
Ls	4	4	4	4	4	4	24	2,500	10,000	10,000	10,000	10,000	10,000	60,000	IFAD_G (80%), IFAD_L (20%)	48,000	12,000			
								14,000	14,000	14,000	14,000	14,000	14,000	84,000					67,200 16,800	
Ls	3	3	3	3	3	3	15	3,000	9,000	9,000	9,000	9,000	9,000	45,000	IFAD_G (80%), IFAD_L (20%)	36,000	9,000			
Ls	3	3	3	3	3	3	15	3,000	9,000	9,000	9,000	9,000	9,000	45,000	IFAD_G (80%), IFAD_L (20%)	36,000	9,000			
								18,000	18,000	18,000	18,000	18,000	18,000	90,000					72,000 18,000	
Ls	5	5	5	5	5	5	25	2,500	12,500	12,500	12,500	12,500	12,500	62,500	IFAD_G (80%), IFAD_L (20%)	50,000	12,500			
Study		1					1	36,500		36,500				36,500	IFAD_G (80%), IFAD_L (20%)	29,200	7,300			
Ls							1	1	40,000					40,000	40,000	IFAD_G (80%), IFAD_L (20%)	32,000	8,000		
Surveys	1	1	1	1	1	1	4	10,000	10,000	10,000	10,000	10,000	10,000	40,000	IFAD_G (80%), IFAD_L (20%)	32,000	8,000			
Study	1						1	40,000						40,000	IFAD_G (80%), IFAD_L (20%)	32,000	8,000			
								40,000	10,000	46,500	10,000	10,000	40,000	156,500					125,200 31,300	
								54,000	54,500	91,000	54,500	54,500	84,500	393,000					314,400 78,600	
Per year	1	1	1	1	1	1	6	80,000	80,000	80,000	80,000	80,000	80,000	480,000	IFAD_G (80%), IFAD_L (20%)	86,400	314,880	78,720		
Lumpsum	997						997	1,000	997,000					997,000	AFDB (100%)				997,000	
Lumpsum	31						31	1,000	31,000					31,000	AFDB (100%)				31,000	
Lumpsum	21	22	23	24	25		115	1,000	21,000	22,000	23,000	24,000	25,000	115,000	AFDB (100%)				115,000	
Lumpsum	15	16					31	1,000	15,000	16,000				31,000	AFDB (100%)				31,000	
								1,064,000	38,000	23,000	24,000	25,000		1,174,000					1,174,000	
Lumpsum	50,000	30,000	20,000				100,000	1	50,000	30,000	20,000			100,000	IFAD_G (100%)				100,000	
Lumpsum	70,000	40,000	20,000	10,000	10,000		150,000	1	70,000	40,000	20,000	10,000	10,000	150,000	IFAD_G (100%)				150,000	
Lumpsum	70,000	40,000	20,000	10,000	10,000		150,000	1	70,000	40,000	20,000	10,000	10,000	150,000	IFAD_G (100%)				150,000	
Lumpsum	10,000	5,000	5,000	5,000	5,000		30,000	1	10,000	5,000	5,000	5,000	5,000	30,000	IFAD_G (100%)				30,000	
Lumpsum	10,000		10,000				20,000	1	10,000		10,000			20,000	IFAD_G (100%)				20,000	
Lumpsum	25,000		25,000				50,000	1		25,000		25,000		50,000	IFAD_G (100%)				50,000	
Lumpsum							40,000	1				40,000		40,000	IFAD_G (100%)				40,000	
Lumpsum	54,000						54,000	1	54,000					54,000	IFAD_G (100%)				54,000	
								264,000	140,000	75,000	50,000	65,000		594,000					594,000	
								1,462,000	312,500	269,000	208,500	224,500	164,500	2,641,000					86,400 1,223,280 157,320 1,174,000	

South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)

Table 3.2. Build institutional capacities at the state and local government levels

Detailed Costs

(USD)

Detailed Costs (USD)	Quantities												Totals Including Contingencies						Expenditures by Financiers					
	Unit	PY1	PY2	PY3	PY4	PY5	PY6	Total	Unit Cost	PY1	PY2	PY3	PY4	PY5	PY6	Total	Fin. Rule	Goss	IFAD Grant	IFAD Loan	AFDB- Parallel			
I. Investment Costs																								
A. Contribution to establishment of Single Project Coordination Unit (PCU)																								
1. Office Equipment																								
Desktop Computer /a	Number	13						13	1,000	13,000								13,000	AFDB (100%)	2,340		10,661		
Printer /b	Number	10						10	400	4,000								4,000	AFDB (100%)	720		3,280		
Accounting software /c	Package	1						1	10,000	10,000								10,000	AFDB (100%)	1,800		8,200		
Office furniture /d	set	13						13	500	6,500								6,500	AFDB (100%)	1,170		5,330		
Subtotal Office Equipment										33,500								33,500				6,030	27,470	
2. Vehicle																								
Double Cabin Vehicle	Number	1						1	45,000	45,000								45,000	AFDB (100%)	8,100		36,900		
3. Supporting some oversight roles of MAFS																								
National technical Committee meetings	Quarterly	4	4	4	4	4	4	24	100	400	400	400	400	400	400	2,400	IFAD_G (80%), IFAD_L (20%)	432	1,574	394				
Joint stakeholders meetings	Per year	1	1	1	1	1	1	6	3,000	3,000	3,000	3,000	3,000	3,000	3,000	18,000	IFAD_G (80%), IFAD_L (20%)	3,240	11,808	2,952				
Implementation support where needed	Ls/year	1	1	1	1	1	1	6	3,000	3,000	3,000	3,000	3,000	3,000	3,000	18,000	IFAD_G (80%), IFAD_L (20%)	3,240	11,808	2,952				
Double Cabin Vehicle	Number	1						1	45,000	45,000							45,000	IFAD_G (80%), IFAD_L (20%)	8,100	29,520	7,380			
Subtotal Supporting some oversight roles of MAFS																								
Subtotal Contribution to establishment of Single Project Coordination Unit (PCU)																								
B. Building of other institutional capacities at the state and local government levels																								
1. Capacity and System needs Assessment /e																								
Lumpsum										33,564								33,564	IFAD_G (75%), IFAD_L (25%)	6,042	20,642	6,881		
2. Building of other institutional capacity at state and local government level																								
Logistical Support to the State and County Extension Agents /f	Motorcycle	65						65	1,200	78,000							78,000	IFAD_G (75%), IFAD_L (25%)	3,900	55,575	18,525			
Capacity Strengthening in Project Financial Management at National, State and County Levels /g	Session	1	1	1	1	1	1	5	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	IFAD_G (75%), IFAD_L (25%)	6,250	89,063	29,688				
Capacity Strengthening in Project Procurement processes at National, State and County Levels /h	Session	1	1	1	1	1	1	5	20,000	20,000	20,000	20,000	20,000	20,000	20,000	100,000	IFAD_G (75%), IFAD_L (25%)	5,000	71,250	23,750				
Capacity Strengthening in Project M&E and KM at National, State and County Levels /i	Session	1	1	1	1	1	1	5	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000	IFAD_G (75%), IFAD_L (25%)	6,250	89,063	29,688				
Capacity Strengthening of Government staff @ National, State and County Levels in Social Inclusion Aspects /j	Workshop	2	3	3	2			10	1,800	3,600	5,400	5,400	3,600	3,600	3,600	18,000	IFAD_G (75%), IFAD_L (25%)	900	12,825	4,275				
Capacity Strengthening in Project Management at National, State and County Levels /k	Session	1	1	1				3	25,000	25,000	25,000	25,000	25,000	25,000	25,000	75,000	IFAD_G (75%), IFAD_L (25%)	3,750	53,438	17,813				
Motorcycle OEM /l	Per Year	65	65	65	65	65	65	325	120	7,800	7,800	7,800	7,800	7,800	7,800	39,000	IFAD_G (75%), IFAD_L (25%)	1,950	27,788	9,263				
Internet Connectivity /m	Per Year	8	8	8	8	8	8	48	5,000	40,000	40,000	40,000	40,000	40,000	40,000	240,000	IFAD_G (75%), IFAD_L (25%)	12,000	171,000	57,000				
Subtotal Building of other institutional capacity at state and local government level										43,604	226,200	148,200	146,400	117,800	117,800	800,000					40,000	570,000	190,000	
Subtotal Building of other institutional capacities at the state and local government levels										77,164	226,200	148,200	146,400	117,800	117,800	833,564					46,042	590,642	196,881	

South Sudan
South Sudan Livelihoods and Resilience Project (SSLRP)
Table 3.2. Build institutional capacities at the state and local government levels

Detailed Costs (USD)	Quantities										Totals Including Contingencies					Expenditures by Financiers					
	Unit	PY1	PY2	PY3	PY4	PY5	PY6	Total	Unit Cost	PY1	PY2	PY3	PY4	PY5	PY6	Total	Fin. Rule	GoSS	IFAD Grant	IFAD Loan	AFDB- Parallel
C. Development of the National Cooperatives Policy Frameworks																					
1. Payment to consultant																					
Professional fees of Lead Consultant	Man/day	135						135	420	56,700						56,700	IFAD_G (60%), IFAD_L (40%)	10,206	27,896	18,598	
Assistant consultant	Man/day	45						45	100	4,500						4,500	IFAD_G (90%), IFAD_L (10%)	810	3,289	401	
Desk research, internet, airtime	estimated	3						3	530	1,590	-					1,590	IFAD_G (80%), IFAD_L (20%)	286	1,043	261	
Subtotal Payment to consultant									1,590	61,200						62,790		11,302	32,228	19,259	
2. Conducting a cooperatives development stakeholders validation meetings /n																					
Venue	Man/day	15						15	100	1,500						1,500	IFAD_G (90%), IFAD_L (10%)	270	1,096	134	
Meals and Refreshment	participants	135						135	100	13,500						13,500	IFAD_G (75%), IFAD_L (25%)	2,430	8,303	2,768	
Transport refund for DGs from States	participants	60						60	200	12,000						12,000	IFAD_G (75%), IFAD_L (25%)	2,160	7,380	2,460	
Production of draft documents	Copies	150						150	5	750						750	IFAD_G (75%), IFAD_L (25%)	135	461	154	
Full Board costs for DGs	Participants	60						60	750	45,000						45,000	IFAD_G (75%), IFAD_L (25%)	8,100	27,675	9,225	
Organization costs	estimated	3						3	100	300						300	IFAD_G (75%), IFAD_L (25%)	54	185	62	
Subtotal Conducting a cooperatives development stakeholders validation meetings										73,050						73,050		13,149	45,100	14,801	
3. Conduct 1st technical review meeting /o																					
Venue	Man/day	9						9	100	900						900	IFAD_G (75%), IFAD_L (25%)	162	554	185	
Meals and refreshments	participants	30						30	60	1,800						1,800	IFAD_G (75%), IFAD_L (25%)	324	1,107	369	
Transport refund	participants	30						30	100	3,000						3,000	IFAD_G (75%), IFAD_L (25%)	540	1,845	615	
Production of draft documents	Copies	60						60	5	300						300	IFAD_G (75%), IFAD_L (25%)	54	185	62	
Organization costs	estimated	3						3	100	300						300	IFAD_G (75%), IFAD_L (25%)	54	185	62	
Subtotal Conduct 1st technical review meeting										6,300						6,300		1,134	3,875	1,292	
4. Conduct 2nd technical review meeting /p																					
Venue	Man/day	6						6	100	600						600	IFAD_G (75%), IFAD_L (25%)	108	369	123	
Meals and refreshments	participants	15						15	40	600						600	IFAD_G (75%), IFAD_L (25%)	108	369	123	
Transport refund	participants	15						15	100	1,500						1,500	IFAD_G (75%), IFAD_L (25%)	270	923	308	
Production of draft documents	Copies	18						18	5	90						90	IFAD_G (75%), IFAD_L (25%)	16	55	18	
Organization costs	estimated	3						3	100	300						300	IFAD_G (75%), IFAD_L (25%)	54	185	62	
Subtotal Conduct 2nd technical review meeting										3,090						3,090		556	1,900	633	
5. Production of national cooperative development strategic framework document copies																					
Computer design of the document	Technical layout	3						3	400	1,200						1,200	IFAD_G (75%), IFAD_L (25%)	216	738	246	
Production of document	Copies	300						300	10	3,000						3,000	IFAD_G (75%), IFAD_L (25%)	540	1,845	615	
Packaging	Copies	300						300	1	375						375	IFAD_G (75%), IFAD_L (25%)	68	231	77	
Transportation and distribution	Copies	300						300	5	1,500						1,500	IFAD_G (75%), IFAD_L (25%)	270	923	308	
Subtotal production of national cooperative development strategic framework document copies										6,075						6,075		1,094	3,736	1,245	
6. Administration, oversight, supervision, monitoring and evaluation																					
Ls										15,131						15,131	IFAD_G (75%), IFAD_L (25%)	757	10,781	3,594	
Subtotal Development of the National Cooperatives Policy Frameworks										16,721	149,715					166,436		27,991	97,620	40,825	
D. AFDB Parallel Financing Project Coordination and Management																					
1. Land Cruiser Hard top	Number	41						41	1,000	41,000						41,000	AFDB (100%)	7,380		33,620	
2. Pick-up Double Cabin	Number	39						39	1,000	39,000						39,000	AFDB (100%)	7,020		31,880	
3. Office Furniture-Ministry	Number	5						5	1,000	5,000						5,000	AFDB (100%)	900		4,100	
4. Office Furniture-PIU	Number	10						10	1,000	10,000						10,000	AFDB (100%)	1,800		8,200	
5. Computers and Printers-Ministry	Number	4						4	1,000	4,000						4,000	AFDB (100%)	720		3,280	
6. Computers and Printers PIU	Number	8						8	1,000	8,000						8,000	AFDB (100%)	1,440		6,560	
Subtotal AFDB Parallel Financing Project Coordination and Management										107,000						107,000		19,260		87,740	
Total Investment Costs										330,785	382,315	154,600	152,800	124,200	124,200	1,268,900		122,435	742,972	251,383	152,110

South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)

Table 3.2. Build institutional capacities at the state and local government levels

Detailed Costs (USD)											Expenditures by Financiers							Expenditures by Financiers					
Unit	Quantities						Totals Including Contingencies						Fin. Rule	Expenditures by Financiers			GoSS	IFAD Grant	IFAD Loan	AFDB- Parallel			
	PY1	PY2	PY3	PY4	PY5	PY6	Total	Unit Cost	PY1	PY2	PY3	PY4	PY5	PY6	Total								
II. Recurrent Costs																							
1. Contribution to establishment of Single Project Coordination Unit (PCU)	Per year	1	1	1	1	1	6	132,100	132,100	132,100	132,100	132,100	132,100	792,600	IFAD_G (93.6%), IFAD_L (6.4%)	0	741,874	50,726					
2. Vehicle O & M	Ls							3,228	2,091	1,615	1,109	571	588	9,202	IFAD_G (90%), IFAD_L (10%)	-0	8,282	920					
3. Other O & M costs	per year																						
a. Internet Connectivity /r	per year																						
b. Stationery /s	per year	1	1	1	1	1	1	6	2,400	2,436	2,509	2,584	2,662	2,742	2,824	15,757	IFAD_G (95%), IFAD_L (5%)	2,301	15,968	907			
c. Electricity /t	per year	1	1	1	1	1	1	6	1,050	2,436	1,568	1,292	665	343	353	6,658	IFAD_G (85%), IFAD_L (15%)	799	4,980	879			
d. Other Utility & janitor work /u	per year																						
Subtotal Other O & M costs									17,052	12,441	9,153	6,877	4,912	4,118	54,553								
Subtotal Contribution to establishment of Single Project Coordination Unit (PCU)									152,380	146,632	142,868	140,086	137,583	136,807	856,355								
B. AFDB Parallel Financing Project Coordination and Management																							
1. National Project Officer-Cordinator	Person/month	60	64	70	75	81	350	1,000	60,000	64,000	70,000	75,000	81,000	350,000	AFDB (100%)					350,000			
2. Monitoring and Evaluation Expert	Person/month	33	36	39	42	45	195	1,000	33,000	36,000	39,000	42,000	45,000	195,000	AFDB (100%)					195,000			
3. Driver	Person/month	29	32	34	37	40	172	1,000	29,000	32,000	34,000	37,000	40,000	172,000	AFDB (100%)					172,000			
4. DSA Professional	PER DAYS	31	34	36	39	42	182	1,000	31,000	34,000	36,000	39,000	42,000	182,000	AFDB (100%)					182,000			
5. DSA Drivers	PER DAYS	31	34	36	39	42	182	1,000	31,000	34,000	36,000	39,000	42,000	182,000	AFDB (100%)					182,000			
6. PIU Vehicles maintenance and spares	Lumpsum	10	10	11	11	12	54	1,000	10,000	10,000	11,000	11,000	12,000	54,000	AFDB (100%)					47,520			
7. PIU Vehicles-Fuel and Lubricants	Lumpsum	14	15	15	16	16	76	1,000	14,000	15,000	15,000	16,000	16,000	76,000	AFDB (100%)					9,120	66,880		
Subtotal AFDB Parallel Financing Project Coordination and Management									208,000	225,000	241,000	259,000	278,000	1,211,000						15,600	1,195,400		
Total Recurrent Costs									360,380	371,632	383,868	399,086	415,583	136,807	2,067,355					22,146	791,322	58,487	1,195,400
Total									691,165	753,947	538,468	551,886	539,783	261,007	3,336,255					144,581	1,534,294	309,870	1,347,510

↳ Desktop with softwares and antivirus

↳ 2 for the PCU and 1 each for the 8 Focal Persons

↳ Should include the software itself, annual license and technical assistance

↳ 1 set for each Officer. Set consists of a desk, chair, lamp and a file cabinet

↳ This will be informed by the capacity and systems assessment

↳ Five motorcycles per State and a total of 15 motorcycles for the 3 States. Ten motorcycles per County for a total of 50 motorcycles for the 5 Counties.

↳ Specificities will be identified by the systems and capacity needs assessment. Costs include purchase and installation of an accounting software, inclusive of the annual license and technical assistance.

↳ Specificities will be identified by the systems and capacity needs assessment

↳ Specificities will be identified by the systems and capacity needs assessment. Costs include designing of a web-based M&E system

↳ Two workshops per County for a total of 10 workshops.

↳ Assumes 2 field monitoring trips per year with 4 Experts on each trip selected from the PCU and the relevant MAFS Departments and the driver. Each visit is estimated to last 7 days. A Per diem of USD 50 is assumed (i.e. (5*50*7*2) equating to USD 3,500 per

↳ An annual average of 10% of cost price is assumed (10% of 1,200 equating to USD 120 per year). This includes insurance of the motorcycle.

↳ An annual average of USD 5,000 is assumed for each office (3 State Offices and 5 County Offices). This will be needed to support the Web-based M&E System.

↳ To make various imputs to the cooperative's development strategy draft document

↳ To provide more inputs into the contents of the cooperative's development strategy draft document through thematic working groups meetings discussions and consultations

↳ To revise, and refine the cooperatives development strategy draft document taking into consideration of the comments generated by the 1st technical review meeting

↳ PC (USD 1,000 p.m); M&E/KM (USD 800 p.m); FC (US \$ 800 p.m); Procurement (US \$ 800 p.m); Project Assistant (US \$ 300 p.m); Driver (US \$ 400 p.m); State Focal Persons (3) (@ US \$ 500 p.m); County Focal Persons (5) @ USD 500 pm

↳ An annual average of USD 7,200 is assumed

↳ About USD 200 per month

↳ About USD 200 per month but IFAD contribution will be on reducing as other development partners come on board

↳ About USD 400 per month. IFAD contribution will be on reducing as other development partners come on board



Investing in rural people

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Annex 4: Economic and Financial Analysis

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department

Annex 4: Economic and Financial Analysis

Causal link between to SSLRP investments and benefits

1. Through a Community Driven Planning (CDP) approach, beneficiaries will be supported to develop CDP plans (sub-component 1.1). After successful but guided CDP plans have been developed, they will be funded through grants from SSLRP sub-component 2.2 (interchangeably referred to as micro-projects). It is important to note that not all investments will be through CDPs. Strategic Investments will be financed directly by the project. The causal links between the SSLRP investments are presented in the table below:

SSLRP intervention under each sub-component (USD'000)		Causal link to benefits
↓	↓	
1. Community Driven Development Planning		
Build strong and inclusive Community Based Organizations (CBOs)	3,009	For better adoption/ success rates, with this investment CBOs will prepared before moving into development of Community Driven Development Plans (CDPs)
Development of Community driven development plans (CDPs)	1,614	Here Actual CDPs are developed. A total of <u>542</u> plans are anticipated
2. Agriculture Production and Rural livelihood Support		
Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods	1,084	Here the actual investments will be funded by the project on grant-basis. Representative models used in the EFA are in 3 categories: On-farm agriculture; Livestock and Fisheries and Value addition. With USD 2,000 grant to a group of 10-15 household (hh), each hh will receive a grant in the range of USD 130-300 equivalent to enable them start-up or revitalize their farms/ enterprises. Potential increase in yields returns and affordability after the initial grant have been included in this EFA analysis.
Community Infrastructure to Support Production and Marketing	6,243	The expected outputs for the different categories of infrastructure, spread across all the five target Counties, are estimated based on the available budget and an assumed unit cost. These are presented hereunder: <ul style="list-style-type: none"> Soil and Water Conservation - assuming a budget of USD 479,000 and a unit cost of USD 1,000/ha, it is expected that these activities will be implemented in an area of 479 hectares. The benefits there from are reflected in form increase in crop yields/ livestock models presented. Water for Production - budget availability is assumed to be USD 2.6 million and an average unit cost of USD 50,000 per facility. This implies that the project would support development of 52 facilities. The benefits there from are reflected in form increase in crop yields/ livestock models presented. Postharvest Infrastructure - assuming a budget of USD 650,000 and an average investment cost of USD 10,000 per structure, it is expected that the project would fund a total of 65 facilities. Benefits there from have been captured in the models in form of reduced postharvest losses. Improved Access to Inputs and Markets - assuming a budget of USD 950,000, it is expected that the project would support spot improvements of road sections totalling 95 kilometres. Benefits there from have been captured in form of efficiency gains which will translate into reduced transport costs for both produce and inputs.
3. Project Support and Capacity Building		
Third Party Implementation Arrangements	2,641	
Institutional Capacity Building and Policy Support	3,182	A number of none- quantifiable benefits such as contribution to project implementation capacity within GoSS structures will accrue from this investment by end of the project
Total financial costs	17,773	

Methodological Approach

2. Data Sources: This design has been prepared and finalised under IFAD's COVID-19 guidelines for remote design. It has, however, benefited from extensive engagements with the Government of South Sudan, development partners and missions by local consultants in-country. The models used in the EFA analysis were based on secondary sources especially and thanks to FAO South Sudan, SSLDP and contacts of colleagues who were on the ground. One consultant

who was on the ground moved across some of the proposed Counties and States and was able to pick very indicative information such as farm gate prices. This complimented the secondary data. Some data was collected on zoom meetings with some government staff. On the Government side there was also Project Design Team (PDT) that dedicated an officer specifically for EFA related matters. Sources of data have been referenced as much as possible.

3. Without Project (WOP) yields: In the case of SSLRP, the yields in the WOP situation are very low. Most of the beneficiaries will be returnees who will be starting from almost nothing. The country has been under a destructive war and family and community resources were destroyed. Most development assistance has, thus far, been more of humanitarian assistance in nature such as food supplies but not on the farm like SSLRP seeks reopen. WOP would be higher for households that are already well established but in the case of SSLRP, these are starting from very low baselines. They will not be an improvement from a low technology to a better one, but rather completely new enterprise in the household. In such cases WOP, as per the EFA guidelines, is a proxy of the alternative forgone "opportunity cost" of the time the household will have to divert from elsewhere, that is, what the household would earned from casual labour provision elsewhere).

4. In most cases, the base yields used are 7-year averages from FAOSTAT. This is as shown in the table below. For others where base yields could not be obtained from FAOSTAT, WOP data was obtained from model kindly provided by FAO (South Sudan) covering from a range of their operations in South Sudan.

FAOSTAT on yields- average for Without Project (WOP)

Domain (Area CccArea	Element Element	Item Cod Item	Year CccYear	Unit	Value	Flag	Flag Description
QC	Crops	277 South Su	5419 Yield	242 Groundn	2012	2012 hg/ha	5526 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	242 Groundn	2013	2013 hg/ha	5310 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	242 Groundn	2014	2014 hg/ha	5745 Fc	Calculated data Average over 7 years = 569 kg/ha
QC	Crops	277 South Su	5419 Yield	242 Groundn	2015	2015 hg/ha	5798 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	242 Groundn	2016	2016 hg/ha	5758 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	242 Groundn	2017	2017 hg/ha	5808 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	242 Groundn	2018	2018 hg/ha	5890 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	56 Maize	2012	2012 hg/ha	4615 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	56 Maize	2013	2013 hg/ha	5311 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	56 Maize	2014	2014 hg/ha	9640 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	56 Maize	2015	2015 hg/ha	4412 Fc	Calculated data Average over 7 years = 523 kg/ha
QC	Crops	277 South Su	5419 Yield	56 Maize	2016	2016 hg/ha	4344 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	56 Maize	2017	2017 hg/ha	4021 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	56 Maize	2018	2018 hg/ha	4259 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	83 Sorghum	2012	2012 hg/ha	7711 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	83 Sorghum	2013	2013 hg/ha	8561 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	83 Sorghum	2014	2014 hg/ha	13665 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	83 Sorghum	2015	2015 hg/ha	8349 Fc	Calculated data Average over 7 years = 901 kg/ha
QC	Crops	277 South Su	5419 Yield	83 Sorghum	2016	2016 hg/ha	8242 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	83 Sorghum	2017	2017 hg/ha	8295 Fc	Calculated data
QC	Crops	277 South Su	5419 Yield	83 Sorghum	2018	2018 hg/ha	8269 Fc	Calculated data

hg = 100 g

10 hg = 1 kg

5. Summary Comparison between WOP and changes expected: Below is a summary table on the main variables per model (yield, production revenue, production cost, investment cost, net benefit). The interventions for the changes are attributable to the project thanks to the proposed CDP grants plus other activities such as soil and water conservation, technical assistance through the CDP processes which will include not only on-farm attention but also efforts to reduce post-harvest losses, efficiency gains thanks to the infrastructure investments, etc., as presented in the table in para. 1 of this EFA Annex.

Summary of possible menu of crop/ enterprise models that can have a direct impact at household level

	Yields (Kgs)		Production Revenue		Production cost		Investment costs		Net benefits		
	WOP	WP (Y3)	WOP	WP (Y3)	WOP	WP (Y3)	WOP	WP	Farm/Enterprise Yr. 1	Farm/Enterprise Yr. 2	Farm/Enterprise Yr. 3
Sorghum	901	1,127	205,031	256,288	67,288	73,790	-	-	23,793	33,248	37,068
Maize	523	654	118,946	148,682	53,384	65,623	-	-	6,435	10,323	10,064
G-nuts	569	711	310,685	388,356	121,801	166,539	-	-	18,399	21,396	21,283
Tomatoes	3,000	3,750	764,331	955,414	120,772	180,893	-	-	140,516	140,516	140,516
Goat Enterprise	-	11	-	86,034	-	56,899	-	-	(36,534)	19,354	29,134
Canoe Fish	-	5,096	-	339,733	-	218,960	-	35,000	(88,167)	(29,487)	50,853
Bee Keeping	-	1,030	-	224,932	-	19,665	-	133,000	(189,972)	112,468	151,275
Fish Mongering	-	2,444	-	521,387	-	412,530	-	193,333	(154,102)	36,752	57,728
Fish Value Addition	-	5,880	-	1,019,200	-	910,473	-	153,333	(123,962)	29,099	47,547
Simple average									(44,844)	41,519	60,608

6. Cropping patterns: The cropping pattern in South Sudan is more of Intercropping rather than splitting cropping area into different portions for different crops. For Example Maize will be intercropped with Beans or another legume. Similarly for Sorghum. The Main crop will be considered as Maize or Sorghum and the other will be considered secondary. The support will mainly target the main crop, beneficiaries will be taking care of the "secondary" crop. Even for Livestock specialising States there will be for sure some few crops around the household, but the analysis has been kept simple to target the "main crop/ enterprise" that will be supported under the CDP grants. Both in the WOP and WP, farm size averages to two feddans approximates to one hectare but in the WOP situations yields and incomes are low because of poor seeds, lack of fertiliser application, soil and water conservation, high post-harvest losses, high out of pocket transport fares for both inputs and outputs even though the cropped land may still be two feddans.

7. Labour requirements and costs: In the models, a distinction has been made between family labour and hired labour. The various labour budgets are summarised in the table below:

Labour requirements (person days)						
Output	WOP			WP by farm/ enterprise Y3		
	Total labour	Family labour	Hired labour	Total labour	Family labour	Hired labour
Sorghum	70	65	5	80	72	8
Maize	60	53	7	79	66	13
G.Nuts	93	70	23	103	75	28
Tomatoes	120	120	-	140	120	20
Goat enterprise	-	-	-	30	30	-
Canoe fishing	-	-	-	280	280	-
Bee keeping	-	-	-	53	45	8
Fish mongering	-	-	-	90	90	-
Fish value addition	-	-	-	300	300	-

8. A family labour rate of SSP 500/person day was obtained from models provided by FAO South Sudan. A premium of SSP 200 was added for hired labour to arrive at the rate of SSP 700 that was used in the financial models.

9. Self-consumption: This has been considered in the various models but at various percentages to reflect the reality of how much a household can consume. The table below summarises the self-consumption used in the various models:

Own consumption	Unit of measure	% assumed	WOP (Kgs)	WP (Kgs)				
				Y1	Y2	Y3	Y4	Y5
Sorghum	Kg	20%	180	207	220	225	225	225
Maize	Kg	30%	157	180	191	196	196	196
G-nuts	Kg	20%	114	131	139	142	142	142
Tomatoes	Kg	10%	300	375	375	375	375	375
Goat Enterprise	Kg	3%	-	1	2	3	4	5
Canoe Fish	Kg	3%	-	90	105	153	153	153
Bee Keeping	Kg	2%	-	12	16	21	21	21
Fish Mongering	Kg	6%	-	133	131	147	147	147
Fish Value Addition	Kg	2%	-	110	110	118	118	118
Milk Bars	Ltrs	1%	-	192	294	392	392	392
Community Market Shade								

10. Social discount rate: There are data challenges on long term government bonds rates of return that GoSS invests in/ can invest in that would provide a good justification for the choice of the social discount rate. The Project Design Team (PDT) did all possible searches/ consultations and could not find such a rate. The PDT then benefited from technical guidance note on discounting of costs and benefits in economic analysis in situations where such precise social discount rates cannot be found. As an alternative/ proxy, in this technical guidance, it is suggested therein to use 3% as a rough estimate for expected long term growth rate for developing countries such as South Sudan. Given reasonable parameters for the variables in standard Ramsey formula linking discount rates to growth this yields a discount rates of 6%. Even though 6% has been used as the social discount rate, the sensitivity analysis has considered the range of other discount rates to calculate the effects of the NPV.

11. Opportunity cost of capital (Discount rate) for financial analysis purposes at household level: Data about the alternative rates of return a typical potential beneficiary household would get if funds are deposited on savings/time deposit accounts is also not readily available in South Sudan. The best available record is in 2019 by World Bank. This showed that the average time deposit rate would be as low as 0.06% which puts the opportunity cost of capital at household level to almost zero in rural South Sudan. However, given the informal sector and lack of data and acknowledged operations of black market as exhibited by the difference between the formal exchange rate and the real exchange rate, a discount rate of 10% has been considered as a fair estimate.

Description of the Crop/Enterprise Models

Financial analysis models used

12. While it is noted that this is CDD project and the exact models demanded by the communities will only be known during implementation, the models presented represent a long list of what could be financed by the CDPs. It is expected that there will not be a huge divergence during implementation. This section, therefore, includes a very brief description of each model. The following representative models have been used in the analysis:

On farm Agriculture			Livestock & Fisheries			Value Addition/Agribusiness		
Sorghum	Maize	G-Nuts	Tomatoes	Goat Enterprise	Canoe Fish	Bee Keeping	Fish Mongering	Fish Value Addition
Milk Bar	Community Market Shade							

The Sorghum Crop Model

13. This is a very popular crop in South Sudan in many areas as per the World Food Programme (WFP) monthly bulletins on South Sudan. The model is based on a farm size of one hectare. The Without Project (WOP) yields have been based on a 7 year average as per FAOSTAT as stated above (901 kg/ha). For this model, With Project (WP) support, it has been projected that yields above WOP can increase slowly and gradually as follows:

		WOP	Farm Year 1	Farm Year 2	Farm year 3
Expected sorghum yields per ha	kgs	901	1,037	1,100	1,127
% change					25%

14. FAOSS models for sorghum had indicated that this yield can increase to 900kg per feddan (equivalent to 2,142 kgs per ha). The PDT decided, on prudence grounds, to restrict the increase above WOP to a maximum of 25%. Therefore, benefits may even be higher than presented in this EFA analysis. The farm gate price of about SSP 230/kg was obtained through rapid contacts with people on the ground not through a scientific study but random cross-checks. This was further corroborated to trending market prices for cereals allowing for sufficient margin for traders along the value chain off farm in order to arrive at plausible farm gate price. This price allows for a margin to value chain actors after the farm gate as per the trends in the World Food Programme (WFP) monthly market analysis of food prices especially the popular cereals in South Sudan.

15. Own consumption and post-harvest losses were factored into the analysis. Own consumption at 20% seems high but it is the reality. Farmers are growing crops first and foremost for food security before considering marketable surplus which is also very important as SSLRP is indeed a livelihoods project. Post-harvest losses are expected to be reduced from a high of 5% in the WOP to 3% in the WP situation even better through the CDP processes.

16. After deducting all costs, this Sorghum model shows that a beneficiary farmer can be able to generate a gross margin of SSP 136,402 per annum (USD 802 at prevailing official exchange rate or USD 273 at parallel black market). These amounts may look small but can make a real difference in beneficiaries' lives. The following summary profitability indicators were computed. FIRR could not compute because there is no a single year with negative cash flow.

Return to family labour*	2,006
Discount rate	10%
NPV	234,097
PVb	1,312,551
PVc	491,063
B/C ratio	2.67
Switching values Benefits	(0.63)
Switching values Costs	1.67

17. A beneficiary farmer would need to invest SSP 77637 to start off this Sorghum farm. An affordability check was done. The project proposes to provide grants in the region of SSP 51,000. With grant the affordability check results were as following showing that even after drawing for other family expenses the household can be able accumulate reserves which means increase in household assets as follows for instance:

Financing plan/affordability check / household cash flow										
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX (farm tools and fertilisers have regarded as operating inputs and not CAPEX)	-	-	-	-	-	-	-	-	-	-
(ii) Operating input (these now include the farm tools, seeds and fertilisers)	38,037	38,350	38,877	38,877	38,877	38,877	38,877	38,877	38,877	38,877
(iii) Labour costs	39,600	41,100	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600
Sub-total for on farm costs	77,637	79,450	80,477	80,477	80,477	80,477	80,477	80,477	80,477	80,477
Estimate of drawing for other family expenses (off-farm)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total financing needed	227,637	229,450	230,477	230,477	230,477	230,477	230,477	230,477	230,477	230,477
B: Financing Plan (How to cover the above financing needs)										
OPENING BALANCE	-	56,892	74,616	97,018	119,420	141,822	164,224	186,627	209,029	231,431
Grant	51,000	-	-	-	-	-	-	-	-	-
Family Labour	34,000	35,500	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Net production revenue	199,528	211,674	216,879	216,879	216,879	216,879	216,879	216,879	216,879	216,879
Total financing available	284,528	304,066	327,495	349,897	372,299	394,701	417,103	439,505	461,907	484,309
Closing Balance/ reserves (A-B)	56,892	74,616	97,018	119,420	141,822	164,224	186,627	209,029	231,431	253,833

The Maize Crop Model

18. This is also very popular crop in South Sudan and the region in many areas as per the World Food Programme (WFP) monthly bulletins. This Maize model is based on a farm size of one hectare. The Without Project (WOP) yields have been based on a 7 year average as per FAOSTAT as stated above (523 kg/ha). For this model, With Project (WP) support, it has been projected that yields above WOP can increase slowly and gradually as follows:

		WOP	Farm Year 1	Farm Year 2	Farm year 3
Expected maize yields per ha	kgs	523	601	638	654
% change					25%

19. FAOSS models for Maize had indicated that this yield can increase to 700kg per feddan (equivalent to 1,667 kgs per ha). The PDT decided, on prudence grounds, to restrict the increase above WOP to a maximum of 25%. Therefore, benefits may even be higher than anticipated after SSLRP investment. Just like with Sorghum above, the farm gate price of about SSP 250/kg was obtained through rapid contacts of people on the ground. This was further corroborated to trending market prices for cereals allowing for sufficient margin for traders along the value chain off farm in order to arrive at plausible farm gate prices. This price allows for a margin to value chain actors after the farm gate as per the trends in the World Food Programme (WFP) monthly market analysis of food prices especially the popular cereals like maize in South Sudan.

20. Own consumption and post-harvest losses were factored into the analysis. Own consumption at 30% seems high but it is the reality especially for Maize. As stated above under Sorghum, even for Maize, Farmers are growing crops first and foremost for food security before considering markets which is also very important as SLRSP is indeed a livelihoods project. Even for Maize, post-harvest losses are expected to be reduced from a high of 5% in the WOP to 3% in the WP situation even better through the CDP processes.

21. After deducting all costs, this model shows that a beneficiary farmer can be able to generate a gross margin of SSP 38,203 per annum (USD 225 at prevailing official exchange rate or USD 76 at parallel black market). These amounts may look small but can make a real difference in beneficiaries' lives. The following summary profitability indicators were computed. FIRR could not compute because there is no a single year with negative cash flow.

Financial Results (SSP)

Return to family labour*	659
Discount rate /a	10%
NPV	70,420
PVb	662,569
PVc	432,851
B/C ratio	1.53
Switching values Benefits	(0.35)
Switching values Costs	0.53

22. A beneficiary farmer would need to invest SSP 67,646 to start off this maize farm. An affordability check was done. The project proposes to provide grants in the region of SSP 51,000. With grant the affordability check results were as follows showing that even after drawing for other family expenses the household can be able accumulate reserves which means increase in household assets as follows:

Years	Financing plan/affordability check / household cash flow									
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX (farm tools and fertilisers have regarded as operating inputs and not CAPEX)	-	-	-	-	-	-	-	-	-	-
(ii) Operating input (these now include the farm tools, seeds and fertilisers)	29,603	29,676	29,707	29,707	29,707	29,707	29,707	29,707	29,707	29,707
(iii) Labour costs	38,043	39,411	41,569	41,569	41,569	41,569	41,569	41,569	41,569	41,569
Sub-total for on farm costs	67,646	69,087	71,276							
Estimate of drawing for other family expenses (off-farm)	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total financing needed	127,646	129,087	131,276							
B: Financing Plan (How to cover the above financing needs)										
OPENING BALANCE	-	53,075	60,840	71,043	81,246	91,449	101,653	111,856	122,059	132,262
Grant	51,000	-	-	-	-	-	-	-	-	-
Family Labour	29,000	30,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
Net production revenue	100,721	106,852	109,479	109,479	109,479	109,479	109,479	109,479	109,479	109,479
Total financing available	180,721	189,927	202,319	212,522	222,725	232,929	243,132	253,335	263,538	273,742
Closing Balance/ reserves (A-B)	53,075	60,840	71,043	81,246	91,449	101,653	111,856	122,059	132,262	142,466

The Ground-nuts Crop Model

23. This is a leguminous crop that is also popular and is part of daily family diet. The Without Project (WOP) yields have been based on a 7 year average as per FAOSTAT as stated above (569 kg/ha). For this model, With Project (WP) support, it has been projected that yields above WOP can increase slowly and gradually as follows:

		WOP	Farm Year 1	Farm Year 2	Farm year 3
Expected groundnuts yields per ha	kgs	569	654	694	711
% change					25%

24. FAOSS models for Groundnuts had indicated that this yield can increase 275-300kg per feddan (equivalent to 714 kgs per ha). This has also been restricted to 25% above WOP. The price of about SSP 600/kg corroborate well with other secondary data.

25. After deducting all costs, this model shows that a beneficiary farmer can be able to generate a gross margin of SSP 146,101per annum (USD 859 at prevailing official exchange rate or USD 292 at parallel black market). These amounts may look small but can make a real difference in beneficiaries' lives. The following summary profitability indicators were computed. FIRR could not compute because there is no a single year with negative cash flow.

Financial Results (SSP)

Return to family labour*	2,029
Discount rate	10%
NPV	142,280
PVb	1,988,923
PVc	1,093,990
B/C ratio	1.82
Switching values Benefits	(0.45)
Switching values Costs	0.82

26. A beneficiary farmer would need to invest SSP 159,467 to start off this groundnuts farm. An affordability check was done. The project proposes to provide grants in the region of SSP 51,000. With grant the affordability check results were as follows showing that even after drawing for other family expenses the household can be able accumulate reserves which means increase in household assets:

Financing plan/affordability check / household cash flow										
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX (farm tools and fertilisers have regarded as operating inputs and not CAPEX)	-	-	-	-	-	-	-	-	-	-
(ii) Operating input (these now include the farm tools, seeds and fertilisers)	105,267	118,387	125,438	125,438	125,438	125,438	125,438	125,438	125,438	125,438
(iii) Labour costs	54,200	56,100	57,100	57,100	57,100	57,100	57,100	57,100	57,100	57,100
Sub-total for on farm costs	159,467	174,487	182,538							
Estimate of drawing for other family expenses (off-farm)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total financing needed	309,467	324,487	332,538							
B: Financing Plan (How to cover the above financing needs)										
OPENING BALANCE	-	79,880	112,645	146,246	179,846	213,447	247,048	280,649	314,249	347,850
Grant	51,000	-	-	-	-	-	-	-	-	-
Family Labour	36,000	36,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500
Net production revenue	302,348	320,751	328,639	328,639	328,639	328,639	328,639	328,639	328,639	328,639
Total financing available	389,348	437,132	478,784	512,384	545,985	579,586	613,187	646,787	680,388	713,989
Closing Balance/ reserves (A-B)	79,880	112,645	146,246	179,846	213,447	247,048	280,649	314,249	347,850	381,451

The Tomatoes Crop Model

27. The Without Project (WOP) yields have been based on FAOSS models considering (3000 kg/ha). For this model, With Project (WP) support, it has been projected that yields above WOP can at least by 10%.

		WOP	Farm Year 1
Expected tomatoes yields per ha	kgs	3,000	3,750
% change			10%

28. The price of about SSP 100/kg corroborate well basing consultations made with the team on the ground. After deducting all costs, this model shows that a beneficiary farmer can be able to generate a gross margin of SSP 676,716 per annum (USD 3981 at prevailing official exchange rate or USD 1353 at parallel black market). These amounts may look small but can make a real difference in beneficiaries' lives. The following summary profitability indicators were computed. FIRR could not compute because there is no a single year with negative cash flow.

Financial Results (SSP)

Return to family labour*	4,834
*consider full development year family labour requirements	
Discount rate	10%
NPV	1,006,563
PVb	6,046,975
PVc	4,158,128
B/C ratio	1.45
Switching values Benefits	(0.31)
Switching values Costs	0.45

29. A beneficiary farmer would need to invest SSP 215,784 to start off this tomatoes farm. An affordability check was done. The project proposes to provide grants in the region of SSP 51,000. With grant the affordability check results were as follows showing that even after drawing for other family expenses the household can be able accumulate reserves which means increase in household assets as follows for instance:

Years	Financing plan/affordability check / household cash flow									
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX (farm tools and fertilisers have regarded as operating inputs and not CAPEX)	-	-	-	-	-	-	-	-	-	-
(ii) Operating input (these now include the farm tools, seeds and fertilisers)	131,784	131,784	131,784	131,784	131,784	131,784	131,784	131,784	131,784	131,784
(iii) Labour costs	84,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Sub-total for on farm costs	215,784	201,784								
Estimate of drawing for other family expenses (off-farm)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total financing needed	365,784	351,784								
B: Financing Plan (How to cover the above financing needs)										
OPENING BALANCE	-	647,716	1,258,432	1,869,149	2,479,865	3,090,581	3,701,297	4,312,014	4,922,730	5,533,446
Grant	51,000	-	-	-	-	-	-	-	-	-
Family Labour	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Net production revenue	892,500	892,500	892,500	892,500	892,500	892,500	892,500	892,500	892,500	892,500
Total financing available	1,013,500	1,610,216	2,220,932	2,831,649	3,442,365	4,053,081	4,663,797	5,274,514	5,885,230	6,495,946
Closing Balance/ reserves (A-B)	647,716	1,258,432	1,869,149	2,479,865	3,090,581	3,701,297	4,312,014	4,922,730	5,533,446	6,144,162

The Goat Enterprise Model

30. In this livestock model, the beneficiary farmer is to be supported with 2 Does (at 9 months) in year 1 and will be able to increase the herd to 6 Does at the end of year 3. It has been projected that the herd will increase slowly and gradually as follows. The herd dynamics are presented in the EFA spread sheet.

		Farm Year 1	Farm Year 2	Farm year 3
Expected herd size	kgs	2	5	6
% change				25%

31. After deducting all costs, this model shows that a beneficiary farmer can be able to generate a gross margin of SSP 94,551 per annum from sale of kids mainly but also the off-takes at some intervals. The following summary profitability indicators were computed.

FIRR	87%
FNPV ('000 SSP)	232,077
FNPV (USD)	65
B/C	0.63

32. The project proposes to provide grants in the region of SSP 51,000. With grant the affordability check results were as following showing that even after drawing for other family expenses the household can be able accumulate reserves which means increase in household assets as follows for instance:

Financing plan/affordability check / household cash flow											
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
A: Financing Needs											
(i) CAPEX	133,000	-	-	-	-	-	-	-	-	-	
(ii) Operating input	-	-	-	-	-	-	-	-	-	-	
(iii) Labour costs	16,000	19,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	
Sub-total for on farm costs	149,000	19,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	
Estimate of drawing for other family expenses (off-farm)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
Total financing needed	249,000	119,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	
B: Financing Plan (How to cover the above financing needs)											
OPENING BALANCE	-	-	51,478	22,550	140,086	257,622	375,158	492,694	610,230	727,766	845,302
Grant	51,000	-	-	-	-	-	-	-	-	-	
Family Labour	16,000	19,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	
Net production revenue	130,522	174,029	217,536	217,536	217,536	217,536	217,536	217,536	217,536	217,536	
Total financing available	197,522	141,550	262,086	379,622	497,158	614,694	732,230	849,766	967,302	1,084,838	
Closing Balance/ reserves (A-B)	-	51,478	22,550	140,086	257,622	375,158	492,694	610,230	727,766	845,302	962,838

Canoe Fish Model

33. Under this model, the investment would be a canoe, gillnets and fishing nets all totalling to an estimated capex of SSP 35000. Annual catch level can be able to increase from a low level of 2937 kgs in year one to a high level of 5044 Kgs in year three which is considered the climax. This data was obtained from FAOSS. It has been projected that the household will increase his annual catch gradually as follows:

		Farm Year 1	Farm Year 2	Farm year 3
Expected Fish catch per year	kgs	2937	3422	5044
% change				13%

34. The model has also been restricted to 13% all over the project years. The price of about SSP 67/Kg corroborate well with other secondary data.

35. After deducting all costs, this model shows that this will translate into annual net income of SSP 128,533. The costs are few and they include Labour, resource rent and operation and maintenance.

NPV @10% (SSP)	103,611
IRR	28%
Benefit/Cost Ratio	1.6

36. The project proposes to provide grants in the region of SSP 51,000. With grant the affordability check results were as following showing that even after drawing for other family expenses the household can be able accumulate reserves which means increase in household assets as follows for instance:

Financing plan/affordability check / household cash flow										
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX	35,000	-	-	-	-	-	-	-	-	-
(ii) Operating input	60,623	68,697	95,733	95,733	95,733	95,733	95,733	95,733	95,733	95,733
(iii) Labour costs	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000
Sub-total for on farm costs	207,623	180,697	207,733	207,733	207,733	207,733	207,733	207,733	207,733	207,733
Estimate of drawing for other family expenses (off-farm)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total financing needed	357,623	330,697	357,733	357,733	357,733	357,733	357,733	357,733	357,733	357,733
B: Financing Plan (How to cover the above financing needs)										
OPENING BALANCE	-	1,203	10,627	101,160	191,693	282,227	372,760	463,293	553,827	644,360
Grant	51,000	-	-	-	-	-	-	-	-	-
Family Labour	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000
Net production revenue	195,827	228,120	336,267	336,267	336,267	336,267	336,267	336,267	336,267	336,267
Total financing available	358,827	341,323	458,893	549,427	639,960	730,493	821,027	911,560	1,002,093	1,092,627
Closing Balance/ reserves (A-B)	1,203	10,627	101,160	191,693	282,227	372,760	463,293	553,827	644,360	734,893

Beekeeping Model

37. Under this model, according to FAOSS, it's assumed that the household who is supported up to 20 bee hives would be able to harvest 1,030 Kgs honey per year. It has been projected that the household harvests will increase gradually as follows:

		Farm Year 1	Farm Year 2	Farm year 3
Expected honey harvest per year	kgs	618	824	1030

38. After deducting all costs, this model shows that the beneficiary will be able to generate up to annual income of SSP 195,536

Financial results (US\$)

Return to family labour*	6,111
Discount rate	10%
NPV	686,636
IRR	84%
PVb	1,221,604
PVc	248,156
B/C ratio	4.92
Switching values Benefits	(0.80)
Switching values Costs	3.92

39. The project proposes to provide grants in the region of SSP 51,000. With grant the affordability check results were as following showing that even after drawing for other family expenses the household can be able accumulate reserves which means increase in household assets as follows for instance:

Years	Financing plan/affordability check / household cash flow									
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX	133,000	-	-	-	-	-	-	-	-	-
(ii) Operating input	-	-	-	-	-	-	-	-	-	-
(iii) Labour costs	16,000	19,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Sub-total for on farm costs	149,000	19,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Estimate of drawing for other family expenses (off-farm)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total financing needed	249,000	119,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000	122,000
B: Financing Plan (How to cover the above financing needs)										
OPENING BALANCE	-	51,478	22,550	140,086	257,622	375,158	492,694	610,230	727,766	845,302
Grant	51,000	-	-	-	-	-	-	-	-	-
Family Labour	16,000	19,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
Net production revenue	130,522	174,029	217,536	217,536	217,536	217,536	217,536	217,536	217,536	217,536
Total financing available	197,522	141,550	262,086	379,622	497,158	614,694	732,230	849,766	967,302	1,084,838
Closing Balance/ reserves (A-B)	51,478	22,550	140,086	257,622	375,158	492,694	610,230	727,766	845,302	962,838

Fish Mongering Model

40. In this model, the trader is expected to start of with a minimum sale of 2,213 Kgs in year 1 and would be able to increase on the sales to 2,444 Kgs in the third year. The required support is basic scale, equipments and working capital. This data was also obtained from FAOSS. It has been projected that the household will increase his annual trade volume gradually as follows:

		Farm Year 1	Farm Year 2	Farm year 3
Expected Fish sale per year	kgs	2213	2255	2444
% change				22%

41. The model has also been restricted to 22% all over the project years. The price of about SSP 213/Kg corroborate well with other secondary data.

42. This model shows that the beneficiary would be able to generate up to annual gross income of SSP 103,187. The operating costs are few and they include Labour, resource rent and operation and maintenance with the financial results as follows:

NPV @10% (SSP)	69,520
IRR	20%
Benefit/Cost Ratio	0.0

43. The project proposes to provide grants in the region of SSP 51,000. With grant the affordability check results were as following showing that even after drawing for other family expenses the household can be able accumulate reserves which means increase in household assets as follows for instance:

Financing plan/affordability check / household cash flow											
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
A: Financing Needs											
(i) CAPEX	193,333	-	-	-	-	-	-	-	-	-	
(ii) Operating input	342,373	348,016	373,200	373,200	373,200	373,200	373,200	373,200	373,200	373,200	
(iii) Labour costs	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	
Sub-total for on farm costs	580,707	593,016	418,200	418,200	418,200	418,200	418,200	418,200	418,200	418,200	
Estimate of drawing for other family expenses (off-farm)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
Total financing needed	680,707	493,016	518,200	518,200	518,200	518,200	518,200	518,200	518,200	518,200	
B: Financing Plan (How to cover the above financing needs)											
OPENING BALANCE	-	112,643	-	79,566	31,380	16,807	64,994	113,180	161,367	209,554	257,740
Grant	51,000	-	-	-	-	-	-	-	-	-	
Family Labour	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	
Net production revenue	472,064	481,092	521,387	521,387	521,387	521,387	521,387	521,387	521,387	521,387	
Total financing available	568,064	413,450	486,820	535,007	583,194	631,380	679,567	727,754	775,940	824,127	
Closing Balance/reserves (A-B)	112,643	79,566	31,380	16,807	64,994	113,180	161,367	209,554	257,740	305,927	

Fish Value Addition Model

44. In this model, the beneficiary is expected to start of with a minimum sale of 5,484 Kgs in year 1 and would be able to increase to 5,880 Kgs in the third year. The required support is basic scale, equipments and working capital some training. This data was also obtained from FAOSS.

		Farm Year 1	Farm Year 2	Farm year 3
Expected Fish dried/ processed per year	kgs	5484	5478	5880
% change				29%

45. This model shows that the beneficiary would be able to generate as high as SSP 136,540 annual income to a participating household. The other profitability indicators are summarised below:

NPV @10% (SSP)	232,197
IRR	53%
Benefit/Cost Ratio	1.2

46. The project proposes to provide grants in the region of SSP 51,000. With grant the affordability check results were as follows showing that even after drawing for other family expenses the household can be able accumulate reserves which means increase in household assets as follows for instance:

Financing plan/affordability check / household cash flow										
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX	153,337	-	-	-	-	-	-	-	-	-
(ii) Operating input	685,338	684,621	732,660	732,660	732,660	732,660	732,660	732,660	732,660	732,660
(iii) Labour costs	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Sub-total for on farm costs	988,675	834,621	882,660	882,660	882,660	882,660	882,660	882,660	882,660	882,660
Estimate of drawing for other family expenses (off-farm)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total financing needed	1,138,675	984,621	1,032,660	1,032,660	1,032,660	1,032,660	1,032,660	1,032,660	1,032,660	1,032,660
B: Financing Plan (How to cover the above financing needs)										
OPENING BALANCE	-	12,885	127,784	264,324	400,864	537,404	673,944	810,484	947,024	1,083,564
Grant	51,000	-	-	-	-	-	-	-	-	-
Family Labour	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Net production revenue	950,560	949,520	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200
Total financing available	1,151,560	1,112,405	1,296,984	1,433,524	1,570,064	1,706,604	1,843,144	1,979,684	2,116,224	2,252,764
Closing Balance/reserves (A-B)	12,885	127,784	264,324	400,864	537,404	673,944	810,484	947,024	1,083,564	1,220,104

Milk Bar Model

47. Under this model, according to information from FAOSS, the beneficiary is expected to start with average of sale of 19,221 litres in the first year and is expected to increase sales to 39,227 litres in the third year.

		Farm Year 1	Farm Year 2	Farm year 3
Expected Fish sale per year	kgs	19,221	29,421	39,227
% change				22%

48. After deducting all costs, this model shows that the beneficiary will be able to generate up to annual income of SSP 8,043,050

Financial results (US\$)

Return to family labour*	1,752
Discount rate	10%
NPV	32,714,269
PVb	129,708,814
PVc	96,812,837
B/C ratio	1.34
Switching values Benefits	(0.25)
Switching values Costs	0.34

49. The project proposes to provide grants in the region of SSP 51,000. With grant the affordability check results were as follows showing that even after drawing for other family expenses the household can be able accumulate reserves which means increase in household assets as follows for instance:

Years	Financing plan/affordability check / household cash flow									
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX	14,127,802	-	-	-	-	-	-	-	-	-
(ii) Operating input	7,744,000	11,576,500	15,409,000	15,409,000	15,409,000	15,409,000	15,409,000	15,409,000	15,409,000	15,409,000
(iii) Labour costs	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000
Sub-total for on farm costs	21,913,802	11,618,500	15,451,000	15,451,000	15,451,000	15,451,000	15,451,000	15,451,000	15,451,000	15,451,000
Estimate of drawing for other family expenses (off-farm)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total financing needed	22,013,802	11,718,500	15,551,000	15,551,000	15,551,000	15,551,000	15,551,000	15,551,000	15,551,000	15,551,000
B: Financing Plan (How to cover the above financing needs)										
OPENING BALANCE	-	10,388,102	-	4,412,264	3,614,786	11,641,836	19,668,886	27,695,936	35,722,986	43,750,036
Grant	51,000	-	-	-	-	-	-	-	-	-
Family Labour	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000
Net production revenue	11,532,701	17,652,338	23,536,050	23,536,050	23,536,050	23,536,050	23,536,050	23,536,050	23,536,050	23,536,050
Total financing available	11,625,701	7,306,236	19,165,786	27,192,836	35,219,886	43,246,936	51,273,986	59,301,036	67,328,086	75,355,136
Closing Balance/ reserves (A-B)	-	10,388,102	-	4,412,264	3,614,786	11,641,836	19,668,886	27,695,936	35,722,986	43,750,036
										51,777,086
										59,804,136

Infrastructure Efficiency Gains

50. In rural South Sudan a road infrastructure improvement can significantly cut down on transport costs both for inputs and outputs. On a bad road, to transport one kg of produce/inputs per KM can be as high as SSP 30 even more according PDT members on the ground. This cost can be halved with spot improvements/ strategic community access road investments on proposed in the SSLRP design. On average the perimeter impacted by 1 km of road is 3 Km which translates into the number of farm hectares as shown below. Using maize as an example the volume of produce and the associated transport cost reduction has been computed in the table below to arrive at the multiplier benefits that can accrue from these strategic infrastructure investments.

Computation Infrastructure efficiency gains

Assumptions	
Per km of road	1
Perimeter impacted by the road	3 km Assumption
Total area with road benefits, km ²	20 km ² Computed
Total area with road benefits, ha	1,007 ha Computed

Other	
Share of cultivated hectares	50% Assumption
Sales per hectare, kg	654 kg Average based on maize as representative crop in the region
Transport cost/kg, on a bad road	30.0 SSP
Transport cost/kg, on a rehabilitated road	15.0 SSP
Savings per kilo from using a rehabilitated road	15.0 SSP

	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17	Y18	Y19	Y20
Km of roads built/rehabilitated, additional, farm tracks	0	0	30	34	31	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Km of roads built/rehabilitated, stock	Computed	0	0	30	64	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95
Hectares with improved road network	Computed	-	30,205.75	64,439	95,652	95,652	95,652	95,652	95,652	95,652	95,652	95,652	95,652	95,652	95,652	95,652	95,652	95,652	95,652	
Cultivated hectares with improved road network	Computed	-	15,102.88	32,219	47,826	47,826	47,826	47,826	47,826	47,826	47,826	47,826	47,826	47,826	47,826	47,826	47,826	47,826	47,826	
Total kilos sold through improved roads, SSP	-	-	9,871,347	21,058,874	31,259,266	31,259,266	31,259,266	31,259,266	31,259,266	31,259,266	31,259,266	31,259,266	31,259,266	31,259,266	31,259,266	31,259,266	31,259,266	31,259,266	31,259,266	
Savings from transport costs, SSP	-	-	148,070,207	315,883,108	468,888,998	468,888,998	468,888,998	468,888,998	468,888,998	468,888,998	468,888,998	468,888,998	468,888,998	468,888,998	468,888,998	468,888,998	468,888,998	468,888,998	468,888,998	
Savings, USD	-	-	19,230	41,024	60,895	60,895	60,895	60,895	60,895	60,895	60,895	60,895	60,895	60,895	60,895	60,895	60,895	60,895	60,895	

Labour-Based Incomes from Supported Infrastructure Projects

51. This is purely a financial benefit for returnee households but it is not an economic benefit as it is a cost to the project. Returnee households are expected to work for only 15 days at USD 3-4 per day, and would gain a once-off income of USD 45-60, as a safety net/buffer to enable them to resume and/or participate in core SSLRP interventions. The number of short-term jobs can increase to **2,600** assuming about 3 youths per household.

Counties	No of Returnees	Avg income per HH	Total Income per counties (USD)	Total Income per counties (SSP)
Bor	150	53	7,950	3,975,000
Magwi	300	53	15,900	7,950,000
Torit	150	53	7,950	3,975,000
Terekka	75	53	3,975	1,987,500
Kajo Keji	200	53	10,600	5,300,000
Total	875		46,375	23,187,500

52. The overall summary of the above explained models is as follows:

A)	Farm models' net incremental benefits (in SSP 000)										
	On farm Agriculture				Livestock & Fisheries				Value Addition/Agribusiness		
	Sorghum	Maize	G-Nuts	Tomatoes	Goat Enterprise	Canoe Fish	Bee Keeping	Fish Mongering	Fish Value Addition	Milk Bar	Community Market Share
PY1	110	30	18	39	(37)	(88)	(190)	(154)	(124)	(24,467)	(15,396)
PY2	120	34	21	39	19	-29	112	37	29	6,002	3,863
PY3	124	34	21	39	29	51	151	58	48	8,054	4,351
PY4	124	34	21	39	41	51	151	58	48	8,054	4,351
PY5	124	34	21	39	67	51	151	58	48	8,054	4,351
PY6	124	34	21	39	67	51	151	58	48	8,054	4,351
PY7	124	34	21	0	67	51	151	58	48	8,054	4,351
PY8	124	34	21	0	67	51	151	58	48	8,054	4,351
PY9	124	34	21	0	67	51	151	58	48	8,054	4,351
PY10	124	34	21	0	67	51	151	58	48	8,054	4,351
IRR/**					87%	31%	71%	31%	32%	27%	23%
NPV (SSP/000)	583	161	100	143	161	66	408	81	68	9,366	3,643

** IRRs do not compute where the stream of cash flows is positive throughout.

EFA/Costabs and the Logical Framework

53. As per both the EFA and log-frame, beneficiary phasing used is as follows:

D)		BENEFICIARIES AND PHASING		PY3	PY4	PY5	PY6
		PY1	PY2				
Number of Beneficiaries		hh	5,000	6,600	9,720	17,560	-
TOTAL			5,000	6,600	9,720	17,560	-
Cumulative			5,000	11,600	21,320	38,880	38,880
Adoption rate		1					
Beneficiaries in their Year 1		0	3,000	3,960	5,832	10,536	0
Beneficiaries in their Year 2		0	0	3,000	3,960	5,832	10,536
Beneficiaries in their Year 3		0	0	0	3,000	3,960	5,832
Beneficiaries in their Year 4		0	0	0	0	3,000	3,960
Beneficiaries in their Year 5		0	0	0	0	0	3,000
Beneficiaries in their Year 6		0	0	0	0	0	0
Total		0	3000	6960	12792	23328	23328
Incremental income by Farm/Enterprise Year							
Incremental income/Enterprise in Farm Year 1	(56,142)	-	(168,425,248)	(222,321,327)	(327,418,682)	(591,509,470)	-
Incremental income/Enterprise in Farm Year 2	30,221	-	-	90,662,154	119,674,043	176,247,227	318,405,484
Incremental income/Enterprise in Farm Year 3	49,309	-	-	-	147,928,065	195,265,045	287,572,158
Incremental income/Enterprise in Farm Year 4	49,309	-	-	-	-	147,928,065	195,265,045
Incremental income/Enterprise in Farm Year 5	49,309	-	-	-	-	-	147,928,065
Incremental income/Enterprise in Farm Year	49,309	-	-	-	-	-	-
Total Incremental Income		-	168,425,248	-	131,659,173	-	59,816,574
							72,069,133
							949,170,753

54. The phasing in EFA and log-frame have been linked well as shown in the EFA table above and extract from the log-frame below:

Results Hierarchy	Indicator			
	Name	Baseline	Mid-Term	End Target
Outreach				
<i>I. Number of persons receiving services promoted or supported by the project</i>				
<i>Ia. Corresponding number of households reached</i>				
Households - Number	0	11,600		38,880
<i>Ib. Estimated corresponding total number of household members</i>				
Total number of HH members	0	112,752		225,504 ¹
Males - Number	0	56,376		135,302
Females - Number	0	56,376		135,302
Youth - number	0	56,376		135,302

55. A linkage between the log-frame and the EFA/cost tables has been ensured at lower levels of the log-frame as follows:

Components by Financiers (USD 000)	Investments/ Costab	Associated indicators for the logframe.			
A. Community Driven Development Planning		Baseline	Mid-Term	End Target	
Build strong and inclusive Community Based Organizations (CBOs)	3,009	Output 1.1 CBOs established or strengthened	Indicator 9: Number of Community Based Organisations (CBOs) established and Number	0	159 542
Development of Community driven development plans (CDPs)	1,614				
Subtotal Community Driven Development Planning	4,623				
B. Agriculture Production and Rural livelihood Support					
Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods	1,084	Output 2.1 Strengthened environmental sustainability	Indicator 16: Number of groups supported to sustainably manage natural resources and climate-related risks(1.6.11) Number Women-only groups	0 159 0 48	542 163
		Output 2.1 Land brought under climate-resilient management	Indicator 17: Number of hectares of land brought under climate-resilient management (3.1.4) Number	0 301	479
Community Infrastructure to Support Production and Marketing	6,243	Output 2.2 Increased physical access to markets, processing and storage facilities	Indicator 14: Number of kilometres of roads constructed, rehabilitated or upgraded (2.1.5) Kilometers	0 30	95
		Output 2.2 Increased access to marketing, processing and	Indicator 15: Number of market, processing or storage facilities constructed or rehabilitated (2.1.6) Processing facilities Storage facilities Market Infrastructure	0 15 65 0 0 0 0	

¹Calculated based on an average family size of 5.8

56. The cost per beneficiary using economic costs was computed as follows:

B)	PROGRAMME COSTS AND INDICATORS FOR LOGFRAME					
TOTAL PROGRAMME COSTS (in million USD)				16		
Beneficiaries	38,880	people	225,040	Households		
Cost per beneficiary	72	USD x person		414	USD x HH	
Components and Cost (USD million)				Average increase in rural income per capita	WOP (SSP)	MTR
A. Community Driven Development Planning	4.4	Average increase in income per HH per year			-	49,312
B. Agriculture Production and Rural livelihood Support	6.2					
C. Project Support and Capacity Building	5.5					

Overall Economic Analysis

57. The assumptions for the project how economic benefits were derived are as follows:

Main assumptions used in the EFA

C)	MAIN ASSUMPTIONS & SHADOW PRICES ¹				
	Output	Size	Yields (Annually)	Price (SSP)	
FINANCIAL	Sorghum	1 ha	Kgs	1,127	227
	Maize	1 ha	Kgs	654	227
	G-Nuts	1 ha	Kgs	711	546
	Tomatoes	1 ha	Kgs	3,750	255
	Goat enterprise		No. of Animals	11	800
	Canoe Fishing		Kgs	5,096	67
	Bee keeping		Kgs	1,030	218
	Fish Mongering		Kgs	2,444	213
	Fish Value Addition		Kgs	5,880	173
ECONOMIC	Milk Bar	Ltrs.		39,227	600
	Community Market Share.			65	250
	Official Exchange rate (OER)			170	Disc. rate (opp. cost of capital)
	Shadow exchange rate (SER)			154.69	
	CF tradable goods			0.91	
	Labour Conversion factor \3			0.87	

58. From the analysis above and applying a prudent adoption rate of 60% the ERR is estimated at 24% with ENPV of USD 39.3 million. This confirms the economic feasibility of the investment by IFAD and co-financiers in the GoSS. The overall economic analysis is presented in the table below:

E. OVERALL ECONOMIC ANALYSIS

Project year	BENEFITS			COSTS			CASH FLOW
	Incremental Benefits from on-farm agriculture, Livestock and Fisheries and Agribusiness	Infrastructure investment efficiency gains	Total Net Inc. Benefits (millions)	Economic Costs ('SSP 000)	Economic O&M Costs ('SSP 000)	Total Incremental Costs	
PY1	-	-	-	441		441	(441)
PY2	(134.5)	-	135	547		547	(682)
PY3	(53.0)	148	95	1,069		1,069	(974)
PY4	85	316	401	1,190		1,190	(789)
PY5	191	469	660	1,056		1,056	(395.7)
PY6	1,213	469	1,682	379		379	1,302
PY7	1,213	469	1,682		379	379	1,302
PY8	1,213	469	1,682		379	379	1,302
PY9	1,213	469	1,682		379	379	1,302
PY10	1,213	469	1,682		379	379	1,302
PY11	1,213	469	1,682		379	379	1,302
PY12	1,213	469	1,682		379	379	1,302
PY13	1,213	469	1,682		379	379	1,302
PY14	1,213	469	1,682		379	379	1,302
PY15	1,213	469	1,682		379	379	1,302
PY16	1,213	469	1,682		379	379	1,302
PY17	1,213	469	1,682		379	379	1,302
PY18	1,213	469	1,682		379	379	1,302
PY19	1,213	469	1,682		379	379	1,302
PY20	1,213	469	1,682		379	379	1,302
NPV@ 6% ('SSP Millions)							6,689
NPV@ 6 % ('000 USD)							39,349
EIRR							24%

Sensitivity Analysis Reflecting Key Risks

59. In line with the IPRM, a number of risks have been identified. The ones that affect the EFA directly are mainly: a) the risk of the potential resumption of conflict and how this could delay implementation; b) macro- economic issues around inflation and SSP volatility; c) flooding and related climate catastrophes. The sensitivity analysis done is summarised below:

Sensitivity analysis			
	%	IRR	NPV (US\$)
Base Scenario		24%	39,349
Decrease of Project benefits	-10%	22%	5,921
	-20%	20%	4,876
	-30%	19%	4,379
	10%	21%	6,061
Project costs			Fragility and Security. Flooding and weather related risks, Inter-community conflict due to competition natural resources
	20%	19%	5,432
1 Delay of benefits		19%	5,460
2 Delay of benefits		16%	4,301
Adoption rates	54%	9%	721
	48%	6%	-58
	42%	3%	-836
Cost Increase	10%	21%	6,061
	20%	19%	5,432
	30%	17%	4,803
Increase of benefits	10%	27%	7,987
	20%	29%	9,284

Intergrated risk framework		Risk probability
Risk categories	Inherent risk	Residual risk
1. Political commitment	Substantial	Substantial
2. Governance	High	Substantial
4. Macroeconomic	Substantial	Substantial
4. Fragility and security	High	Substantial

Detailed Models and workings:

South Sudan Livelihoods and Resilience Project (SSLRP)-Overall Summary of the Financial and Economic Analysis

Financial Results (SSP)

	Return to family labour*
Discount rate	10%
NPV	234,097
PVb	1,312,551
PVc	491,063
B/C ratio	2.67
Switching values Benefits	(63)
Switching values Costs	1.67

Financing plan/affordability check / household cash flow										
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX (farm tools and fertilisers have regarded as operating inputs and not CAPEX)	-	-	-	-	-	-	-	-	-	-
(ii) Operating input (these now include the farm tools, seeds and fertilisers)	38,037	38,350	38,877	38,877	38,877	38,877	38,877	38,877	38,877	38,877
(iii) Labour costs	39,600	41,100	41,600	41,600	41,600	41,600	41,600	41,600	41,600	41,600
Sub-total for on farm costs	77,637	79,450	80,477							
Estimate of drawing for other family expenses (off farm)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total financing needed	227,637	229,450	230,477							
B: Financing Plan (How to cover the above financing needs)										
OPENING BALANCE	-	56,892	74,616	97,018	119,420	141,822	164,224	186,627	209,029	231,431
Grant	51,000	-	-	-	-	-	-	-	-	-
Family Labour	34,000	35,500	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Net production revenue	199,528	211,674	216,879	216,879	216,879	216,879	216,879	216,879	216,879	216,879
Total financing available	284,528	304,066	327,495	349,897	372,293	394,701	417,103	439,505	461,907	484,303
Closing Balance/ reserves (A-B)	56,892	74,616	97,018	119,420	141,822	164,224	186,627	209,029	231,431	253,833

Estimate

Note: For Calculation and the Analysis, 10 Fedans of land has been considered

South Sudan Livelihoods and Resilience Project (SSLRP)-Overall Summary of the Financial and Economic Analysis

Financial Results (SSP)

Return to family labour*	641
Discount rate /a	10%
NPV	66,011
PVb	662,569
PVc	437,260
B/C ratio	1.52
Switching values Benefits	(0.34)
Switching values Costs	0.52

Financing plan/affordability check / household cash flow										
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX (farm tools and fertilisers have regarded as operating inputs and not CAPEX)	-	-	-	-	-	-	-	-	-	-
(ii) Operating input (these now include the farm tools, seeds and fertilisers)	29,603	29,676	29,707	29,707	29,707	29,707	29,707	29,707	29,707	29,707
(iii) Labour costs	38,043	39,411	42,569	42,569	42,569	42,569	42,569	42,569	42,569	42,569
Sub-total for on farm costs	67,646	69,087	72,276							
Estimate of drawing for other family expenses (off-farm)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total financing needed	167,646	169,087	172,276							
B: Financing Plan (How to cover the above financing needs)										
OPENING BALANCE	-	13,075	19,160	48,957	78,754	108,551	138,347	168,144	197,941	227,738
Grant	51,000	-	-	-	-	-	-	-	-	-
Family Labour	29,000	30,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Net production revenue	100,721	106,852	109,479	109,479	109,479	109,479	109,479	109,479	109,479	109,479
Total financing available	180,721	149,927	123,319	93,522	63,725	33,929	4,132	-25,665	55,462	85,258
Closing Balance/ reserves (A-B)	13,075	19,160	48,957	78,754	108,551	138,347	168,144	197,941	227,738	257,534

South Sudan Livelihoods and Resilience Project (SSLRP)-Overall Summary of the Financial and Economic Analysis

Groundnuts Financial Model	Unit of Measure	Without Project						With Project																									
		Year 0			Year 1			Yr2			Yr 3			Year 1		Year 2		Year 3		Yr4		Yr5		Yr6		Yr7		Yr8		Yr9		Yr10	
		Annual Total	Unit Price/cost	Amount	Qty	Unit price/cost	Amount	Qty	Unit price/cost	Amount	Qty	Unit price/cost	Amount	Amount	Amount																		
Sales(Revenue)a and b	KGS	569	600	341,443	654	600	392,659	694	600	416,560	711	600	426,804	392,659	416,560	426,804	426,804	426,804	426,804	426,804	426,804	426,804	426,804	426,804	426,804	426,804	426,804	426,804					
Own consumption 20%	KGS	114	600	68,289	131	600	79,532	139	600	83,312	142	600	85,361	78,532	83,312	85,361	85,361	85,361	85,361	85,361	85,361	85,361	85,361	85,361	85,361	85,361	85,361	85,361	85,361				
Post Harvest loss; WOP 5%, WP 3%	KGS	28	600	17,072	20	600	11,780	21	600	12,497	21	600	12,804	11,780	12,497	12,804	12,804	12,804	12,804	12,804	12,804	12,804	12,804	12,804	12,804	12,804	12,804	12,804					
Net sales		256,082		302,348			320,751			328,639	302,348	320,751	328,639																				
Capex																																	
Operating costs																																	
Seeds/c	Pcs	4	7,000	29,400	4	10,000	42,000	4	10,000	42,000	4	10,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000					
Hoes	Pcs	16	1,000	15,960	16	1,000	15,960	16	1,000	15,960	16	1,000	15,960	15,960	15,960	15,960	15,960	15,960	15,960	15,960	15,960	15,960	15,960	15,960	15,960	15,960	15,960	15,960					
Maloda	Pcs	16	700	11,172	16	700	11,172	16	700	11,172	16	700	11,172	11,172	11,172	11,172	11,172	11,172	11,172	11,172	11,172	11,172	11,172	11,172	11,172	11,172	11,172	11,172					
Matches	Pcs	16	700	11,172	16	700	11,172	16	700	11,172	16	700	11,172	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Harvesting Tools																																	
Plastic Sheets	Pcs	2	6,000	10,080	3	6,000	18,000	5	6,000	30,000	6	6,000	36,000	18,000	30,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000				
Steel Buckets	Pcs	3	1,000	3,000	5	1,000	5,000	6	1,000	6,000	7	1,000	7,000	5,000	6,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000					
Storage Bags	Pcs	11	150	1,707	13	150	1,963	14	150	2,083	14	150	2,134	1,963	2,083	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134					
Labour budget																																	
Land Clearance	Per days	10	500	5,000	10	500	5,000	10	500	5,000	10	500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000					
Field Making	Per days	10	500	5,000	10	500	5,000	10	500	5,000	10	500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000					
Digging Holes	Per days	8	500	4,000	8	500	4,000	8	500	4,000	8	500	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000					
Planting	Per days	7	500	3,500	7	500	3,500	7	500	3,500	7	500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500						
Weeding	Per days	10	500	5,000	10	500	5,000	10	500	5,000	10	500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000						
Harvesting	Per days	20	500	10,000	20	500	10,000	20	500	10,000	20	500	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000						
Packing	Per days	5	500	2,500	7	500	3,500	8	500	4,000	10	500	5,000	3,500	4,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000						
Transportation	Per days	23	700	16,100	26	700	18,200	28	700	19,600	28	700	19,600	18,200	19,600	19,600	19,600	19,600	19,600	19,600	19,600	19,600	19,600	19,600	19,600	19,600	19,600						
Hired labour	Per days	23		26	700	18,200	28	700	19,600	28	700	19,600																					
Family Labour	Per days	70		72	500	36,000	73	500	36,500	75	500	37,500																					
Total costs																																	
Gross Margin Before Capex																																	
Net cash flow After Capex																																	
Incremental Benefits WOP																																	

Financing plan/affordability check / household cash flow												
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10		
A: Financing Needs												
(i) CAPEX (farm tools and fertilisers have regarded as operating inputs and not CAPEX)												
(ii) Operating input (these now include the farm tools, seeds and fertilisers)	105,267	118,387	125,438	125,438	125,438	125,438	125,438	125,438	125,438	125,438		
(iii) Labour costs	54,200	56,100	57,100	57,100	57,100	57,100	57,100	57,100	57,100	57,100		
Sub-total for farm costs	159,467	174,487	182,538	182,538	182,538	182,538	182,538	182,538	182,538	182,538		
Estimate of drawing for other family expenses (off-farm)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000		
Total financing needed	309,467	324,487	332,538	332,538	332,538	332,538	332,538	332,538	332,538	332,538		
B: Financing Plan (How to cover the above financing needs)												
OPENING BALANCE	-	79,880	112,645	146,246	179,846	213,447	247,048	280,649	314,249	347,850		
Grant	51,000	-	-	-	-	-	-	-	-	-		
Family Labour	36,000	36,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500	37,500		
Net production revenue	302,348	320,751	328,639	328,639	328,639	328,639	328,639	328,639	328,639	328,639		
Total financing available	389,348	437,132	478,784	512,384	545,985	579,586	613,187	646,787	680,388	713,989		
Closing Balance/ reserves (A-B)	79,880	112,645	146,246	179,846	213,447	247,048	280,649	314,249	347,850	381,451		

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South Sudan Livelihoods and Resilience Project (SSLRP)-Overall Summary of the Financial and Economic Analysis

Tomatoes Financial Model	Unit of Measure	Without Project			With Project																			
		Year 0		Year 1			Year 2+		Year 3		Year 4		Year 5		Year 6		Year 7		Year 8		Year 9		Year 10	
	Units	QTY	Unit Price/ cost	Total SSP	QTY	Unit price/ cost	SSP	SSP	SSP															
Own consumption 2%	KGS	3,000	100	300,000	3,750	100	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	
Post Harvest loss; WOP 10%, WP 5%	KGS	300	100	30,000	75	100	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	
Net sales				240,000			348,750																	
CAPEX		-					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Operating costs																								
Seeds/c	Pcs	10	5,000	50,000	10	5,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Fertilizers																								
NPK	KGS	-	29	-	200	29	5,838	5,838	5,838	5,838	5,838	5,838	5,838	5,838	5,838	5,838	5,838	5,838	5,838	5,838	5,838	5,838	5,838	
Transport/market expense	Per 100 kgs	20	700	14,000	20	1,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Post harvest crates	crates	38	100	3,800	450	100	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	
Crop Protection	Per season	2	3,649	7,297	3	3,649	10,946	10,946	10,946	10,946	10,946	10,946	10,946	10,946	10,946	10,946	10,946	10,946	10,946	10,946	10,946	10,946	10,946	
				75,097			131,784																	
Labour budget																								
Land Preparation	Per days	15	500	10,000	15	500	7,500																	
Nursery bed preparation and management	Per days	20	500	10,000	20	500	10,000																	
Planting	Per days	20	500	-	20	500	10,000																	
Fertiliser Application	Per days	700	-	-	10	700	7,000																	
Pruning and staking	Per days	700	14,000	10	700	7,000																		
Weeding	Per days	20	500	12,500	20	500	10,000																	
Harvesting	Per days	25	500	10,000	25	500	12,500																	
Loading on crates to home	Per days	20	500	60,000	20	500	10,000																	
		120				140																		
Hired labour	Per days	-	700	84,000	20	700	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	
Family Labour	Per days	120	500	-	140	500	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	
Total labour costs				84,000			84,000			84,000			84,000			84,000			84,000			84,000		
Total operating costs				159,097																				
Gross Margin				80,903																				
Net Cash flow after CAPEX																								
Incremental Benefits with and without project																								

Financial Results (SSP)	
Return to family labour*	950
*consider full development year family labour requirements	
Discount rate	10%
NPV	319,908
PV _b	2,159,634
PV _c	817,020
B/C ratio	2.64
Switching values Benefits	(0.62)
Switching values Costs	1.64

Financing plan/affordability check / household cash flow											
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
A: Financing Needs											
(i) CAPEX (farm tools and fertilisers have regarded as operating inputs and not CAPEX)											
(ii) Operating input (these now include the farm tools, seeds and fertilisers)	131,784	131,784	131,784	131,784	131,784	131,784	131,784	131,784	131,784	131,784	
(iii) Labour costs	84,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	
Sub-total for on farm costs	215,784	201,784	201,784	201,784	201,784	201,784	201,784	201,784	201,784	201,784	
Estimate of drawing for other family expenses (off-farm)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
Total financing needed	365,784	351,784	351,784	351,784	351,784	351,784	351,784	351,784	351,784	351,784	
B: Financing Plan (How to cover the above financing needs)											
OPENING BALANCE	-	103,966	170,932	237,899	304,865	371,831	438,797	505,764	572,730	639,696	
Grant	51,000	-	-	-	-	-	-	-	-	-	
Family Labour	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	
Net production revenue	348,750	348,750	348,750	348,750	348,750	348,750	348,750	348,750	348,750	348,750	
Total financing available	469,750	522,716	589,682	656,649	723,615	790,581	857,547	924,514	991,480	1,058,446	
Closing Balance/ reserves (A-B)	103,966	170,932	237,899	304,865	371,831	438,797	505,764	572,730	639,696	706,662	

Estimated

South Sudan Livelihoods and Resilience Project (SSLRP)-Overall Summary of the Financial and Economic Analysis

CATEGORY	YEAR 5						
	Herd Growth	Start of the year	Births	Deaths	Entrants	Sales	End of the year
Does (over 9 months)		7			1	1	6
Female Kids (0-1 year)			8	2		5	
Male Kids (0-1 year)			8	2		6	
Costs and Income	Unit Type	No. Units	Unit Scale	Cost/Unit	Total		
Gross Income	Sale of Kids	11	163	879	143,277		
Pharmaceuticals	Lumpsum	19	1	1,551	28,849		
Stud Service Fees	Doe/Yr	7		900	6,300		
Other expenses (salt supplements, extra vet expenses)	Lumpsum	2	1	7,000	14,000		
Labour	month	35	1	500	17,500		
Total Expenses					66,649		
Net Income					76,628		

Total Gross Income (Yrs 1-5):	NPR	443,690
Total Net Income (Yrs 1-5):	NPR	149,052

Assumptions

Birth rates assumed as 1.5/kidding, 3 kiddings/2 years
 Mortality assumed at 10% (mature females) and 20% (kids).
 Year-old kids are assumed to weigh 15 kg. Mature females, 25 kg
 All goats realize liveweight price of SSP 300 per kg
 Flock size is stabilized at 6 does
 Only does are retained in flock (servicing fee paid to buck owner)

Financing plan/affordability check / household cash flow										
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX	-	-	-	-	-	-	-	-	-	-
(ii) Operating input	48,589	35,045	43,347	47,008	49,149	49,149	49,149	49,149	49,149	49,149
(iii) Labour costs	10,000	12,500	15,000	16,500	17,500	17,500	17,500	17,500	17,500	17,500
Sub-total for on farm costs	58,589	47,545	58,347	63,508	66,649	66,649	66,649	66,649	66,649	66,649
Estimate of drawing for other family	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total financing needed	158,589	147,545	158,347	163,508	166,649	166,649	166,649	166,649	166,649	166,649
B: Financing Plan (How to cover the gap)										
OPENING BALANCE	-	74,735	-139,285	-188,080	-222,576	-228,448	-234,319	-240,191	-246,062	-251,934
Grant	51,000									
Family Labour	10,000	12,500	15,000	16,500	17,500	17,500	17,500	17,500	17,500	17,500
Net production revenue	22,854	70,496	94,551	112,512	143,277	143,277	143,277	143,277	143,277	143,277
Total financing available	83,854	8,261	-29,734	-59,068	67,799	67,671	73,542	79,414	85,285	91,157
Closing Balance/ reserves (A-B)	74,735	-139,285	-188,080	-222,576	-228,448	-234,319	-240,191	-246,062	-251,934	-257,805

South Sudan Livelihoods and Resilience Project (SSLRP)-Overall Summary of the Financial and Economic Analysis

Canoe Fish Financial Model

Yields, Inputs & Unit Price

Item	Unit	Unit Price SSP	Without Project	With Project									
				Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Main Production													
Annual catch l	Kg	67	0	2,937	3,422	5,044	5,044	5,044	5,044	5,044	5,044	5,044	5,044
Own consumption				88	103	151	151	151	151	151	151	151	151
Unskilled Labc	Per Day	500	160										
Inputs													
<i>Investments (CAPEX)</i>													
Canoes, gillnets:	ls	35000		1.00									
<i>Operating</i>													
Labour	Per day	500		224	224	224	224	224	224	224	224	224	224
Resource rent	per Kg	17		2937	3422	5044	5044	5044	5044	5044	5044	5044	5044
Operatiion anc	p.a	11667		1	1	1	1	1	1	1	1	1	1

Financial Budget (SSP)

	Without Project	With Project									
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Main Production											
Annual catch l	Kg	-	195,827	228,120	336,267	336,267	336,267	336,267	336,267	336,267	336,267
Unskilled Labc Per Day		80,000	-	-	-	-	-	-	-	-	-
Sub-total Revenues		80,000	195,827	228,120	336,267	336,267	336,267	336,267	336,267	336,267	336,267
Inputs											
<i>Operating</i>											
Labour Per day		-	112000	112000	112000	112000	112000	112000	112000	112000	112000
Resource rent per Kg		-	48957	57030	84067	84067	84067	84067	84067	84067	84067
Operatiion anc p.a		-	11667	11667	11667	11667	11667	11667	11667	11667	11667
Sub-total Operating Costs		-	172623	180697	207733	207733	207733	207733	207733	207733	207733
Total Production Costs		-	172623	180697	207733	207733	207733	207733	207733	207733	207733
Gross Income		80,000	23203	47423	128533	128533	128533	128533	128533	128533	128533
<i>Investments</i>											
Net cash flow (before financing)		-	91,797	-	32,577	48,533	48,533	48,533	48,533	48,533	48,533
NPV @10% (SSP)		103,611									
IRR		28%									
Benefit/Cost Ratio		1.6									1.6

Financing plan/affordability check / household cash flow										
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX	35,000	-	-	-	-	-	-	-	-	-
(ii) Operating input	60,623	68,697	95,733	95,733	95,733	95,733	95,733	95,733	95,733	95,733
(iii) Labour costs	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000
Sub-total for on farm costs	207,623	180,697	207,733	207,733	207,733	207,733	207,733	207,733	207,733	207,733
Estimate of drawing for other family expenses (off-farm)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total financing needed	357,623	330,697	357,733	357,733	357,733	357,733	357,733	357,733	357,733	357,733
B: Financing Plan (How to cover the above financing needs)										
OPENING BALANCE	-	1,203	10,627	101,160	191,693	282,227	372,760	463,293	553,827	644,360
Grant	51,000	-	-	-	-	-	-	-	-	-
Family Labour	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000	112,000
Net production revenue	195,827	228,120	336,267	336,267	336,267	336,267	336,267	336,267	336,267	336,267
Total financing available	358,827	341,323	458,893	549,427	639,960	730,493	821,027	911,560	1,002,093	1,092,627
Closing Balance/ reserves (A-B)	1,203	10,627	101,160	191,693	282,227	372,760	463,293	553,827	644,360	734,893

South Sudan Livelihoods and Resilience Project (SSLRP)-Overall Summary of the Financial and Economic Analysis

Bee Keeping Financial Model	Unit/Measure		Without Project						With Project																									
	Units	Qty	Year 0			Year 1			Yr2			Yr 3			Year 1		Year 2		Year 3		Yr4		Yr5		Yr6		Yr7		Yr8		Yr9		Yr10	
			Unit Price/ cost	Total- SSP	Qty	Unit price/ cost	Amount	Qty	Unit price/ cost	Amount	Qty	Unit price/ cost	Amount	Qty	Unit price/ cost	Amount	Qty	Unit price/ cost	Amount	Qty	Unit price/ cost	Amount	Qty	Unit price/ cost	Amount	Qty	Unit price/ cost	Amount	Qty	Unit price/ cost	Amount			
Sales(Revenue)a/				618	240	148,320	824	240	197,760	1,030	240	247,200	148,320	197,760	247,200	247,200	247,200	247,200	247,200	247,200	247,200	247,200	247,200	247,200	247,200	247,200	247,200	247,200	247,200	247,200				
Own consumption 15%	kgs				12	240	2,966	16	240	3,955	21	240	4,944	2,966	3,955	4,944	4,944	4,944	4,944	4,944	4,944	4,944	4,944	4,944	4,944	4,944	4,944	4,944	4,944	4,944	4,944			
Post Harvest loss 10%	kgs				62	240	14,832	82	240	19,776	103	240	24,720	14,832	19,776	24,720	24,720	24,720	24,720	24,720	24,720	24,720	24,720	24,720	24,720	24,720	24,720	24,720	24,720	24,720	24,720			
Net sales						130,522			174,029				217,536	130,522	174,029	217,536	217,536	217,536	217,536	217,536	217,536	217,536	217,536	217,536	217,536	217,536	217,536	217,536	217,536	217,536	217,536			
Capex							133,000						133,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Input costs													-																					
Labour budget													-																					
Beehive Installation	Per days				2	500	1,000	2	500	1,000	2	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000					
Supervision	Per days				24	500	12,000	24	500	12,000	24	500	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000				
Water Supply	Per days				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Harvesting	Per days				1	500	500	1	500	500	1	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500	500				
Processing	Per days				1	500	500	3	500	1,500	5	500	2,500	500	1,500	2,500	500	2,500	500	2,500	500	2,500	500	2,500	500	2,500	500	2,500	500	2,500	500			
Transportation	Per days				2	500	1,000	4	500	2,000	6	500	3,000	1,000	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000				
Marketing	Per days				2	500	1,000	4	500	2,000	6	500	3,000	1,000	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000					
Hired labour	Per days												-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
Family Labour	Per days				32	500	16,000	38	500	19,000	44	500	22,000	16,000	19,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000				
Total costs							149,000			19,000			22,000	149,000	19,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000			
Gross Margin Before Capex					27,000		(18,478)			155,029			195,536	(18,478)	155,029	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536			
Net cash flow After Capex													(151,478)	155,029	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536	195,536				
Incremental Benefits with and without project																																		
Financial results (US\$)																																		
Return to family labour*							6,111																											
Discount rate							10%																											
NPV							686,636																											
IRR							84%																											
PVb							1,221,604																											
PVc							248,156																											
B/C ratio							4.92																											
Switching values Benefits							(0.80)																											
Switching values Costs							3.92																											
Financing plan/affordability check / household cash flow																																		
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10																								
A: Financing Needs																																		
(i) CAPEX																																		
(ii) Operating input							-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
(iii) Labout costs							16,000	19,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000			
Sub-total for on farm costs							149,000	19,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000			
Estimate of drawing for other family expenses (off-farm)																																		
Total financing needed							100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000			
B: Financing Plan (How to cover the above financing needs)																																		
OPENING BALANCE	-	51,478	22,550	140,086	257,622	375,158	492,694	610,230	727,766	845,302																								
Grant		51,000	-	-	-	-	-	-	-	-																								
Family Labour		16,000	19,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000																								
Net production revenue		130,522	174,029	217,536	217,536	217,536	217,536	217,536	217,536	217,536																								
Total financing available		197,522	141,550	262,086	379,622	497,158	614,694	732,230	849,766	967,302	1,084,838																							
Closing Balance/ reserves (A-B)		51,478	22,550	140,086	257,622	375,158	492,694	610,230	727,766</																									

South Sudan Livelihoods and Resilience Project (SSLRP)-Overall Summary of the Financial and Economic Analysis

Fish Mongering Financial Model

Yields, Inputs & Unit Price

Item	Unit	Unit Price	Without	With Project								
				SSP	Project	Y1	Y2	Y3	Y4-10	Y5	Y6	Y7
Main Production												
Dried fish	Kg	213	-	2,213	2,255	2,444	2,444	2,444	2,444	2,444	2,444	2,444
Own consumption	Kg		-	133	135	147	147	147	147	147	147	147
Unskilled Labour	Per Day	500	117									
Inputs												
Investments (CAPEX)												
Scale and some equipments	ls	193,333		1								
Operating												
Purchase of dried fish	Kg	133		2,213	2,255	2,444	2,444	2,444	2,444	2,444	2,444	2,444
Rent	ls/month	1,167		12	12	12	12	12	12	12	12	12
Labour	Person day	500		90	90	90	90	90	90	90	90	90
Operatio and maintenance (5%)	p.a	33,333		1	1	1	1	1	1	1	1	1

Financial Budget (SSP)

		Without	With Project									
			Project	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9
Main Production												
Dried fish	Kg	-	472,064	481,092	521,387	521,387	521,387	521,387	521,387	521,387	521,387	521,387
Unskilled Labour	Per Day	58,500	-	-	-	-	-	-	-	-	-	-
Sub-total Revenues		58,500	472,064	481,092	521,387	521,387	521,387	521,387	521,387	521,387	521,387	521,387
Inputs												
Operating												
Purchase of dried fish	Kg	-	295,040	300,683	325,867	325,867	325,867	325,867	325,867	325,867	325,867	325,867
Rent	ls/month	-	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Labour	Person day	-	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Operatio and maintenance (5%)	p.a	-	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333
Sub-total Operating Costs		-	387,373	393,016	418,200	418,200	418,200	418,200	418,200	418,200	418,200	418,200
Total Production Costs												
Gross Income		58,500	84,691	88,076	103,187	103,187	103,187	103,187	103,187	103,187	103,187	103,187
Investments												
Net cash flow (before financing)		-	167,143	29,576	44,687	44,687	44,687	44,687	44,687	44,687	44,687	44,687
NPV @10% (SSP)		69,520										
IRR		20%										
Benefit/Cost Ratio		0.0										

Financing plan/affordability check / household cash flow											
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
A: Financing Needs											
(i) CAPEX	193,333	-	-	-	-	-	-	-	-	-	
(ii) Operating input	342,373	348,016	373,200	373,200	373,200	373,200	373,200	373,200	373,200	373,200	
(iii) Labour costs	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	
Sub-total for on farm costs	580,707	393,016	418,200	418,200	418,200	418,200	418,200	418,200	418,200	418,200	
Estimate of drawing for other family expenses (off-farm)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
Total financing needed	680,707	493,016	518,200	518,200	518,200	518,200	518,200	518,200	518,200	518,200	
B: Financing Plan (How to cover the above financing needs)											
OPENING BALANCE	-	112,643	-	79,566	-	31,380	16,807	64,994	113,180	161,367	209,554
Grant	51,000	-	-	-	-	-	-	-	-	-	-
Family Labour	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Net production revenue	472,064	481,092	521,387	521,387	521,387	521,387	521,387	521,387	521,387	521,387	521,387
Total financing available	568,064	413,450	486,820	535,007	583,194	631,380	679,567	727,754	775,940	824,127	
Closing Balance/ reserves (A-B)	-	112,643	-	79,566	-	31,380	16,807	64,994	113,180	161,367	209,554
											305,927

South Sudan Livelihoods and Resilience Project (SSLRP)-Overall Summary of the Financial and Economic Analysis

Fish value addition Financial Model

Yields, Inputs & Unit Price

Item	Unit	Unit Price SSP	Without Project	With Project									
				Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Main Production													
Dried fish- dry	Kg	173	0	5,484	5,478	5,880	5,880	5,880	5,880	5,880	5,880	5,880	5,880
Own consum	Kg		0	110	110	118	118	118	118	118	118	118	118
Provision uns	Per Day	500	140										
Inputs													
Investments (CAPEX)													
Solar tent an	ls	153333		1									
Operating													
Fish purchas	Kg	19		34,275	34,238	36,750	36,750	36,750	36,750	36,750	36,750	36,750	36,750
Water	Lites	0.33		34,275	34,238	36,750	36,750	36,750	36,750	36,750	36,750	36,750	36,750
Packaging	per 50 Kg bag	17		110	110	118	118	118	118	118	118	118	118
Labour (assur	labour	500		300	300	300	300	300	300	300	300	300	300
Operation an	p.a	30000		1	1	1	1	1	1	1	1	1	1

a/ on duty on average

WOP low price of 20 no Capex

Financial Budget (SSP)

	Without Project	With Project									
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
Main Production											
Dried fish- dr	Kg	0	950,560	949,520	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200
Provision uns	Per Day	70000	-	-	-	-	-	-	-	-	-
Sub-total Revenues		70000	950,560	949,520	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200
Inputs											
Operating											
Fish purchas	Kg	0	642,085	641,383	688,450	688,450	688,450	688,450	688,450	688,450	688,450
Water	Lites	0	11,425	11,413	12,250	12,250	12,250	12,250	12,250	12,250	12,250
Packaging	per 50 Kg bag	0	1,828	1,826	1,960	1,960	1,960	1,960	1,960	1,960	1,960
Labour (assur	labour	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Operation an	p.a	0	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Sub-total Operating Costs		0	835,338	834,621	882,660	882,660	882,660	882,660	882,660	882,660	882,660
Total Production Costs		0	835,338	834,621	882,660	882,660	882,660	882,660	882,660	882,660	882,660
Gross Income		70000	115,222	114,899	136,540	136,540	136,540	136,540	136,540	136,540	136,540
Investments			153,337								
Net cash flow (before financing)		-	108,115	44,899	66,540	66,540	66,540	66,540	66,540	66,540	66,540
NPV @10% (SSP)			232,197								
IRR			53%								
Benefit/Cost Ratio			1.2								

Financing plan/affordability check / household cash flow										
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
A: Financing Needs										
(i) CAPEX	153,337	-	-	-	-	-	-	-	-	-
(ii) Operating input	685,338	684,621	732,660	732,660	732,660	732,660	732,660	732,660	732,660	732,660
(iii) Labour costs	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Sub-total for on farm costs	988,675	834,621	882,660	882,660	882,660	882,660	882,660	882,660	882,660	882,660
Estimate of drawing for other family expenses (off-farm)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Total financing needed	1,138,675	984,621	1,032,660	1,032,660	1,032,660	1,032,660	1,032,660	1,032,660	1,032,660	1,032,660
B: Financing Plan (How to cover the above financing needs)										
OPENING BALANCE	-	12,885	127,784	264,324	400,864	537,404	673,944	810,484	947,024	1,083,564
Grant	51,000	-	-	-	-	-	-	-	-	-
Family Labour	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Net production revenue	950,560	949,520	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200	1,019,200
Total financing available	1,151,560	1,112,405	1,296,984	1,433,524	1,570,064	1,706,604	1,843,144	1,979,684	2,116,224	2,252,764
Closing Balance/ reserves (A-B)	12,885	127,784	264,324	400,864	537,404	673,944	810,484	947,024	1,083,564	1,220,104

South Sudan Livelihoods and Resilience Project (SSLRP)-Overall Summary of the Financial and Economic Analysis

Projected Financial Analysis - Milk Bar in Gok Machar		With project										
wop		Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Milk Bars (Revenue) Financial Model												
Average Number of Litres of Milk to be Processed / day		60	90	120	120	120	120	120	120	120	120	120
Processing Loss		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Average Number of Litres Sold / day		53	81	109	109	109	109	109	109	109	109	109
Average selling price of milk / litre		600	600	600	600	600	600	600	600	600	600	600
Own consumption (%)		192	294	392	392	392	392	392	392	392	392	392
Number of Litres sold / year		19,221	29,421	39,227	39,621	39,621	39,621	39,621	39,621	39,621	39,621	39,621
Total Revenue based on Selling of Litres / year - Assumption is business is done around the year with average litres of processed milk sold / day to be 108		11,532,701	17,652,338	23,536,050	23,772,450	23,772,450	23,772,450	23,772,450	23,772,450	23,772,450	23,772,450	23,772,450
Total Revenue / year		11,532,701	17,652,338	23,536,050	23,772,450							
Capex		-	-	-	-	-	-	-	-	-	-	-
Operational Cost												
Average Cost price for a liter of Milk		400	400	400	400	400	400	400	400	400	400	400
Cost price for liters purchased / year		8,760,000	13,140,000	17,520,000	17,520,000	17,520,000	17,520,000	17,520,000	17,520,000	17,520,000	17,520,000	17,520,000
Cost of Coal for processing Milk / day		200	200	200	200	200	200	200	200	200	200	200
Cost of Coal for processing Milk / year		73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000	73,000
Salary for the processor / caretaker per month		3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Salary for the processor / caretaker per year		42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000
Maintenance / year		6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Total Cost / Year		8,881,000	13,261,000	17,641,000								
Profit / Loss												
Net Saving / year		42,000	2,651,701	4,391,338	5,895,050	6,131,450						
Net cashflow After Capex			2,651,701	4,391,338	5,895,050	6,131,450						
Incremental Benefit with and without Project			2,693,701	4,349,338	5,853,050	6,089,450						
<i>Note: All figures are in SSP</i>												

Financial results (US\$)	
Return to family labour*	1,752
Discount rate	10%
NPV	32,714,269
IRR #DIV/0!	
PVb	129,708,814
PVc	96,812,837
B/C ratio	1.34
Switching values Benefits	(0.25)
Switching values Costs	0.34

Financing plan/affordability check / household cash flow											
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
A: Financing Needs											
(i) CAPEX	-	-	-	-	-	-	-	-	-	-	
(ii) Operating input	8,839,000	13,219,000	17,599,000	17,599,000	17,599,000	17,599,000	17,599,000	17,599,000	17,599,000	17,599,000	
(iii) Labour costs	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	
Sub-total for on farm costs	8,881,000	13,261,000	17,641,000								
Estimate of drawing for other family expenses (off-farm)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
Total financing needed	8,981,000	13,361,000	17,741,000								
B: Financing Plan (How to cover the above financing needs)											
OPENING BALANCE	-	2,644,701	6,978,038	12,815,088	18,652,138	24,489,188	30,326,238	36,163,288	42,000,338	47,837,388	
Grant	51,000	-	-	-	-	-	-	-	-	-	
Family Labour	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	
Net production revenue	11,532,701	17,652,338	23,536,050	23,536,050	23,536,050	23,536,050	23,536,050	23,536,050	23,536,050	23,536,050	
Total financing available	11,625,701	20,339,038	30,556,088	36,393,138	42,230,188	48,067,238	53,904,288	59,741,338	65,578,388	71,415,438	
Closing Balance/ reserves (A-B)	2,644,701	6,978,038	12,815,088	18,652,138	24,489,188	30,326,238	36,163,288	42,000,338	47,837,388	53,674,438	

Estimated

South Sudan Livelihoods and Resilience Project (SSLRP)-Overall Summary of the Financial and Economic Analysis

Aweil Market Shade, Aweil Centre, NBeG		With Project										
Community Market shade Financial Model		Without Project		With Project								
Revenue		Year 0	Year 1	Yr2	Yr 3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10
Number of Sellers			46	59	65	65	65	65	65	65	65	65
Proposed Fee from each Seller / day			250	250	250	250	250	250	250	250	250	250
Total Fee Collected / day			11,375	14,625	16,250	16,250	16,250	16,250	16,250	16,250	16,250	16,250
Total Fee Collected / month			284,375	365,625	406,250	406,250	406,250	406,250	406,250	406,250	406,250	406,250
Capex			18,284,787	-	-	-	-	-	-	-	-	-
Operational Cost												
Proposed Salary of Cleaner			12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Proposed Salary of Caretaker			12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Total Salaries			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Maintenance Cost			20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Cost			45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Savings												
Net Saving / month			239,375	320,625	361,250	361,250	361,250	361,250	361,250	361,250	361,250	361,250
Net Saving / year		25,000	2,872,500	3,847,500	4,335,000	4,335,000	4,335,000	4,335,000	4,335,000	4,335,000	4,335,000	4,335,000
Net cashflow after Capex			(15,412,287)	3,847,500	4,335,000	4,335,000	4,335,000	4,335,000	4,335,000	4,335,000	4,335,000	4,335,000
Incremental Benefit wp and wop			(15,437,287)	3,822,500	4,310,000	4,310,000	4,310,000	4,310,000	4,310,000	4,310,000	4,310,000	4,310,000
Note: All figures are in SSP												

Return to family labour*	173
Discount rate	10%
NPV	8,128,112
IRR	23%
PVb	2,351,861
PVc	276,506
B/C ratio	8.51
Switching values Benefits	(0.88)
Switching values Costs	7.51

Financing plan/affordability check / household cash flow											
Years	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
A: Financing Needs											
(i) CAPEX	18,284,787	-	-	-	-	-	-	-	-	-	
(ii) Operating input	-	-	-	-	-	-	-	-	-	-	
(iii) Labour costs	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
Sub-total for on farm costs	18,309,787	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
Estimate of drawing for other family expenses (off-farm)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
Total financing needed	18,409,787	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	
B: Financing Plan (How to cover the above financing needs)											
OPENING BALANCE	-	-	14,997,287	-	10,734,787	-	5,984,787	-	1,234,787	3,515,213	8,265,213
Grant			-	-	-	-	-	-	-	-	-
Family Labour			-	-	-	-	-	-	-	-	-
Net production revenue		3,412,500	4,387,500	4,875,000	4,875,000	4,875,000	4,875,000	4,875,000	4,875,000	4,875,000	4,875,000
Total financing available		3,412,500	-	10,609,787	-	5,859,787	-	1,109,787	3,640,213	8,390,213	13,140,213
Closing Balance/ reserves (A-B)	-	14,997,287	-	10,734,787	-	5,984,787	-	1,234,787	3,515,213	8,265,213	13,015,213
											17,765,213
											22,515,213
											27,390,213
											22,640,213

Estimated



Investing in rural people

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Annex 5: Social Environment and Climate Assessment (SECAP) Review Note

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department

Annex 5: Social Environment and Climate Assessment (SECAP) Review Note

I. Introduction

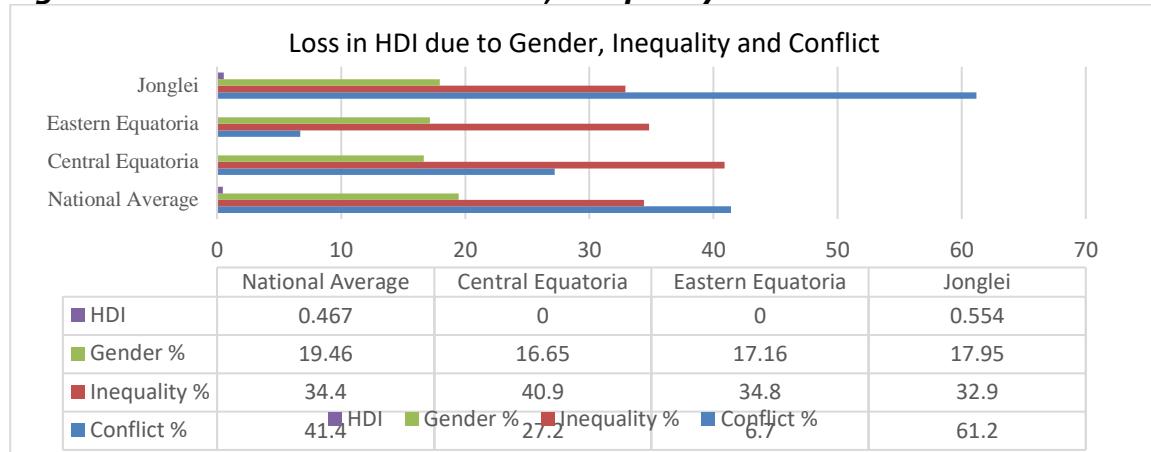
1. The Social Environment and Climate Assessment Procedures (SECAP) Review Note details the analysis of the social and environmental and climate change of SSLRP. It outlines the contextual background, risk factors and recommendations of how they can be reduced. To improve the terms on which people take part in society means to enhance their ability, opportunity, and dignity. The review has been achieved through literature review of social, environment and climate related strategies, policies and programs of various stakeholders operational in South Sudan and where possible in target states. Other sources included the Country Strategic Note (CSN) and reports/assessment prepared by international organizations, accessed from web or sourced directly from partners. The State of the Environment and outlook report for South Sudan (2018) and National Adaptation Program of Action (NAPA) for South Sudan provided an environment and climate change context.
2. The main constraint was unavailability of up-to-date data on policies and legal frameworks and county specific context. In some cases, due to unavailability of data, the national overview has been extrapolated to the state level. . Nevertheless, the SECAP does provide a strong basis to inform the project design given the similarity in vulnerability factors across the country (conflicts, gender inequalities, youth, nutrition and food security situation) although local adaptations will need to be made. Further assessments will need to be done on the state of Internally Displaced People (IDPs) and returnees in the target counties to establish localised challenges and explore opportunities to engage them in the project.
3. The project target areas are Central Equatoria (Terereka and KajoKeji counties) and Eastern Equatoria (Torit and Magwi Counties). The target beneficiaries are rural households overwhelmingly reliant on agriculture and livestock with extremely low human capital.

II. Situational analysis and potential project impacts

2.1. Overall poverty situation

4. South Sudan emerged from the Comprehensive Peace Agreement (CPA) and independence as a relatively wealthy country, with oil revenues and foreign aid contributing to public expenditures many times larger than those of its neighbours. Yet, in a country where the vast majority depend on rural livelihoods, only 4% of land is under cultivation and levels of livestock production were well below their potential. It is one of the poorest countries in terms of monetary poverty ranking high among the poorest countries in the world in terms of multidimensional indicators of welfare deprivation (HDR 2015). It is ranked 181 out of 188 countries in the Human Development Index. The most serious loss in human development in the three states arises from gender inequality and conflict summarised in Figure 1.

Figure 1: Loss in HDI due to Gender, Inequality and Conflict



UNDP HDR 2015

5. The Multidimensional Poverty Index (MPI)¹ of Central Equatoria is 75.6 percent with a poverty intensity of 51.7 while that of Eastern Equatoria is 92.5 percent with a poverty intensity of 60.7. Jonglei on the other hand has an MPI of 98 with over 80 percent in severe poverty². It is among states with extremely high levels of population in severe poverty.

Table 1: Multidimensional Poverty Index

State/County	Population	% of farming HH	Poverty Index ¹
Central Equatoria	1 060 191	62	75.6
Kajo Keji	105 783	90	
Terekeka	162 289	90	
Eastern Equatoria	994 188	73	92.5
Magwi	185 028	90	
Torit	154 976	85	
Jonglei	1 744 475	71	98
Bor South	239 320	87	

Source: CFSAM South Sudan, 2019 ¹Poverty index Source UNDP HDR 2015

6. South Sudan is one of the most underdeveloped countries in the world, with structural poverty especially in rural areas. Rural poverty is characterized by a general lack of access to services, infrastructure, and opportunities beyond basic agricultural production. Rural population is often isolated across large swathes of land with extremely poor infrastructure. South Sudan has the lowest road density in Sub-Saharan Africa with only about 200 kilometres of paved roads in rural areas, accounting for an estimated 2 percent of all roads. Seasonal weather and floods often leave much of the country totally inaccessible for months at a time according to World Development indicators (WDI).

7. Life expectancy at birth in 2015 was estimated to be 56 years, which is much lower than the global average of 72 years and placing South Sudan among the bottom 10 countries. In some parts of the country, three in four children are out of school. Deprivation of schooling is the most serious source of overall deprivation. Supply of education opportunities is a key constraint in most cases and the demand side is a significant issue especially in traditional pastoralist settings. Education levels are extraordinarily low with three out of four household heads having completed no formal education (World Bank 2011). Poverty rates are especially highest for those living in households whose head has no formal education or only some primary level education. Female-headed

¹ UNDP 2015: South Sudan Human Development Report

² Population 'in severe poverty' is the proportion with a deprivation score of 50 per cent or more)

households (28.6 percent) have higher poverty rates of 56.9 percent compared to 48.1 percent of households headed by men³.

Conflict context

8. Conflicts in South Sudan is attributed to political insurgency with isolated inter-communal and inter-ethnic clashes over cultural and dwindling resources exacerbated by climate variability and change. South Sudan was drawn into a devastating conflict in 2013 following political disputes that overlapped with ethnic tensions. The crisis reflects the underlying tensions and mistrust that date back to the civil (1983 to 2005). In the Equatoria region, the increasing presence of different opposition factions since 2016 has contributed to growing insecurity in the county. Clashes between government forces and different armed factions has led to the mass exodus of population back into Uganda.

9. Ethnic violence in South Sudan has a long history among the varied ethnic groups notably between Dinkas and Neurs. Social exclusion from political and economic participation due to ethnicity has inflamed conflict, promoted violent confrontations resulting in loss of human life.

10. Widespread communal conflicts cause human and livestock displacement and disruption of crop production activities making households to be perpetually food insecure with weak resilience. Markets and trade routes are disrupted and large portions of the population in the conflict affected states are either minimally or completely unable to undertake agricultural activities in a particular season due to displacement, violence and uncertainty. Severe challenges in protracted conflict areas include early depletion of household food stocks, dysfunctional markets, loss of livelihoods, and displacement.

11. Disagreements over administrative boundaries is common in Kajo keji and Magwi who share the border with Uganda. Communities in Kajo Keji have a history of boundary related disagreements with neighbouring communities (Kuku and Moyo). In Magwi, tension between the Madi and Acholi communities erupted into violence in 2011 relating to ownership and demarcation of land arising from the border between Madi-dominated Pageri Payam and Acholi-dominated Magwi Payam, and the location of the county headquarters and Ame road junction. The high bride price encourages cattle raiding especially in Terekeka and Bor. Bor has especially been host to some large cattle raids and intercommunal tensions. Also, tensions between the Bor Dinka and neighbouring Murle community of Pibor have been long-standing and is reflected in cattle raids and the abduction of children, with attacks being reported as late as December 2019.

12. Poverty also plays in the vicious violent ethnic conflicts in South Sudan as amongst the marginalized ethnic groups, communities clash over access to water and grazing lands. Conflicts based on ethnicity have retarded development and contributed to food insecurity as people abandon their farms for safer areas. Conflict is often aggravated among nomadic groups over the issue of cattle and grazing land and is part of the wider nomadic conflicts. In Terekeka, intercommunal conflicts are common between the Mundari and Bari and Dinka involving local armed militias. While in Torit its tensions between cattle keepers and farmers. Community defence groups in Torit, such as the monyomiji among the Otuho, have played an ambivalent role in the conflict. Whilst they have cooperated with – and in some cases deterred – both government and opposition forces to improve security in the area, they have also been a key player in cattle raids and revenge killings.

Gender

13. Women account for over 60% of the population in South Sudan as a direct result of over 39 years of conflict since Sudan's Independence. Years of conflict have deprived women of their dependents, husbands and sons, coupled with discriminatory cultural traditions and abject poverty. These factors undermine the promotion of equal rights and the ability of women to actively participate in the development initiatives. Women work extra hours in a day, tending to their families and their responsibilities are not only physically challenging and time consuming but emotionally

³ World Bank analysis of NBHS 2009. Percentages represent individuals below the poverty line, by education of their household heads.

draining. This leaves them with barely enough time to take care of themselves or participate actively in community initiatives.

14. Violence against women and the lack of recognition of women's rights as a human right is a key feature that exacerbates this situation Gender Based Violence (GBV). Gender inequality and GBV is pervasive and has been propagated by the conflict and used as a weapon. Although the prevalence is unknown, close to 57 percent of women who experience sexual and gender-based violence do not report it or share it with others. Societal acceptance of domestic violence is widespread amongst both women and men. Research also shows that women in are just as likely as men to believe violence can solve conflicts. These factors, combined with a lack of access to legal recourse, and customary practices, further marginalise women.

15. A large percentage of women in South Sudan are illiterate, with 50 percent of girls under the age of 18 are married. While the number of girls enrolled in school has increased over the last few years since the signing of the comprehensive peace agreement in 2005, it remains low compared to boys. This number severely declines for education past primary school level. The male literacy rate is 40 percent and females' is 28 percent, showing a big gap between the sexes (UNESCO, 2018). The primary school gross enrolment rate is 67percent for males and 55 percent for females (World Bank, 2015). Girls' enrolment decreases at higher grades. The gross intake ratio into the last grade of primary was 35 percent for males and 19 percent for females (UNESCO, 2011). Girls' primary school completion rates are low because of gender norms, customs and cultural beliefs, insecurity, poverty, and poor learning environments. Girls are also expected to help with housework, or they are forced to early marriages and early pregnancies. Long distances to school and lack of sanitation facilities hinder schooling for girls. There is also the risk of sexual harassment in schools or when girls travel long distances to reach schools

16. Women constitute 60.2 percent of agricultural workforce and account for 80 percent of agricultural labour force. However, they have limited control over crops produced for sale. They face insurmountable challenges like limited access to productive assets. The Local Government Act (2009) and the Transitional constitution addresses property rights for women however, there is no regulation in place to make it operational. Moreover, customary laws refuse to grant property ownership to women: women's access to land is permitted only by their husbands and male family members. This limits women's participation in extensive agriculture and hinders their access to credit and loan funding. The only assets they can acquire and manage includes small ruminants like goats and chicken, sale of vegetables and fishing during the dry season. The use of any profits from their economic activities must be approved by their husbands (ACTED). Agricultural extension services are targeted to male farmers (88.7 percent) with women (9.7 percent) expected to receive information second-hand from their husbands or male relatives. One of the reasons for this imbalance is lack of women extension workers due to women's low literacy (JICA Gender Profile 2018).Furthermore, women lack skills, facilities and tools for labour intensive agricultural activities.

17. Women have been accorded equal status in the law, and the transitional constitution that guarantees equality between the two sexes. It further promotes women's participation in public life and their representation in the legislative and executive organs by at least 25 percent to redress imbalances created by history, customs, and traditions. While there have been legislative reforms aimed at eradicating gender inequality and discrimination against women, due to discriminatory traditional practices, the situation of women and girls has not substantively improved. Furthermore, while quotas have helped to boost women's representation in South Sudan's public sphere, women are often limited to low-level roles due to the presence of structural barriers such as low literacy and the lack of opportunity (Institute of Security Studies 2019). These are obstacles to women's empowerment and their inclusion in decision making. On property ownership, the Constitution (2011) guarantees the rights of women to share in the estates of their deceased husbands together with any surviving legal heir of the deceased (Article 16.5). In practice, the deceased's property remains within the deceased husband's family and is generally dispersed among his male relatives. Widows are therefore vulnerable and at the mercy of their deceased husbands' families for support.(Gender Index.org). Supporting women in agriculture can strengthen the economy by diversifying their sources of income.

Youth

18. South Sudanese youth are defined as between 18-35 years and consist of 70 percent of the population. 72 percent of are under 30 years of age, and 51% under 18 years. The youth literacy rate is 27% (NBS Census 2010). An exceptionally large share of the active population is found in non-wage, low-productivity employment concentrated in the agriculture sector. These youths have grown up and survived in a hostile environment without protection due to the long civil war in the country and inter-and intra-communal fighting.

19. Culturally created social norms continue to be one of the impediments for the youth to realise their potential. Female youth face challenges in obtaining education due to early pregnancies and forced marriages. The male youth on the other hand are expected to look after livestock which exposes them to insecurity such as cattle raids and abductions (UNICEF 2015). Conflicts propagated by youth are due to lack of employment opportunities and the need to gain resources such as cattle for dowry payment. Another motivation is the pride people take in being 'warriors' as the community respects people who defend the community. These factors combined with existence of politically motivated ethnic tensions threaten to prolong conflict in South Sudan and make it even harder for youth to pursue a productive and non-violent future. The lack of training and education opportunities, marketable skills, and experience favours recruitment by armed militias, further exposing households to violence, displacement, and limited productive labour (Institute of Security Studies 2019). While there are youth structures and organisations, many are politicised or organised along ethnic lines, limiting their potential to help build peace. Unlike women's inclusion, which by law requires at least 25% of women representation in political institutions and related activities, South Sudan laws do not specify youth representation in programmes / activities. Hence, they are always under-represented and their needs ignored, with decisions being made.

20. While empowerment and livelihood programs are needed for both male and female youth, there is urgent need for the engagement and empowerment of male youth to foster a greater sense of responsibility. Male youth can play a vital role in fostering peacebuilding, but the level of participation is also influenced by the level of education. Education is among the factors influencing whether someone has a peace dividend. This means that it is generally schooled youths who have an incentive to be involved in peace efforts because they are aware of the benefits peace and stability can bring for their future. Less educated youth on the other hand, the cattle camp youth, might have different perceptions about peace and conflict, and might regard conflict as the only option to access resources and establish their position within society. Young women are less involved in community-level peacebuilding efforts as many positions of power, both at customary as well as state level, are held by men. Given that peace and gender equality are intricately linked, this calls for more gender-responsive conflict resolution programming. Therefore, any youth-related interventions will be implemented with a view to not contributing to increased tensions between communities and considering the risk management.

21. Agriculture and livestock production remain sectors that youth continue to engage in, given their high potential to provide essential livelihoods opportunities and expansion of productive markets. It is necessary to give more attention to the potential roles that young people can play within these two sectors. Productive and empowered youths will keep a household and a community together in times of conflict-related shocks and in the case of natural hazards such as droughts, floods, or disease outbreaks. In the face of so many other economic and social stressors, the role of youth as part of the solution rather than the problem is an important transformative capacity that promotes resilience .

Child labour

22. Children in South Sudan engage in the worst forms of child labour, including in armed conflict and cattle herding. Levels of child involvement in economic activity are remarkably high affecting almost half of 10-14-year-olds (45percent) according to BILA⁴ (2018). These children spend at least some time each week performing economic activity. Most of these economic activities constitute

4 Bureau of International Labour Affairs 2018

child labour in a legal sense. South Sudan Child Act of 2008 has set the minimum age for the admission of a child to paid employment at 14 years but set a lower minimum age of 12 years for light work (AfDB 2015). Children's involvement in economic activity is associated with compromised education. Although school attendance is low for all children in South Sudan, this is especially the case for working children. Their school attendance rate of 24 percent is only half that of their nonworking peers. And the negative educational impact of work of course extends well beyond school attendance, as the time and energy required by work can impede school performance among those who manage to attend school.

23. In rural areas where subsistence farming and pastoralism are labour intensive, it is common that children under 15 years old assist their parents at work. Poverty is also negatively correlated with schooling and positively correlated with girls' labour reinforcing the danger of a vicious circle with the persistence of uneducated generations of children. Also if the household head works in agriculture, children are more likely to work in agriculture as well. Although the government has established institutional mechanisms for the enforcement of laws and regulations on child labour, the exceptionally low number of worksite inspections conducted at the national level impedes the enforcement of child labour laws.

Vulnerable Groups

24. **Returnees:** According to UNHCR data on returnee flows, more than 126,800 refugees have spontaneously returned to South Sudan since January 2019 with 55 percent being female headed households and 1.3 percent child headed. The highest number of spontaneous refugee returnees was recorded in Kajo-Keji of Central Equatoria. Although most returnees have settled in Eastern Equatoria and Central Equatoria states, these may or may not be their places of origin. Returning families have challenges of shelter and NFIS⁵ because they are not able to return with any items thus end up fully dependent on sharing items with hosting families which strain resources and relationships. Lack of comprehensive health services in the places of returns has a huge impact for the returning families. Although many returnees have land for farming, they lack seeds and tools. Reliable livelihoods opportunities are scarce and although they may have capacity, they lack start-up capital. House, land and property issues is another challenge for returning families because they cannot return to their places of origin as their land/houses and properties have been occupied by the cattle keepers from other states. While a marked increase in displaced people deciding to return would be an indication of greater stability and prospects for prosperity and potentially reinforce these in the long term, high volumes of returns could in the short to medium term worsen vulnerable people's well-being and living conditions, and erode community resilience. This could be due to greater competition over limited food and livelihoods, pressures put on already stretched basic services, or problems related to housing, land and property. The current level of service provision in areas of return is estimated to be unsustainable for higher rates of return

25. **Internally displaced persons (IDPs):** More recently, as the war has moved southward, the Equatoria region has received many IDPs (413,000). Most IDPs live outside of camps. About 7 in 10 IDPs are now displaced in their state of origin, with half of them even in their county of origin indicating that they did not travel far to reach the camps. This also implies that they would not have to cover large distances, security permitting, to check on their dwellings and livelihoods or, eventually, return home.

26. **Persons with Disabilities:** Households that have members with physical disability generally have a reduced capacity to generate adequate resources for food and other basic needs than those with able-bodied members.

Food Security

27. Nearly 6.4 million people or 54 per cent of the population are acutely food insecure according to the Integrated Food Security Phase Classification (IPC) analysis. UNOCHA estimates that nearly 7.5 million people are in need of some type of humanitarian assistance or protection in South Sudan.

⁵ Non-Food Items include essential household items such as mattresses, blankets, plastic sheets, containers for water, cooking utensils and hygiene kits

Of the 78 counties in South Sudan, 45 are in severe need and 33 are in extreme need. Some 21 per cent of the counties in extreme need are in Jonglei and 15 per cent in Eastern Equatoria. These include 5.2 million people from host community, 1.4 million IDPs, nearly 600,000 returnees and about 300,000 refugees. Within these population groups, there are vulnerable groups with specific needs and they include children, women headed households, the elderly, people with disabilities, single-headed household members, and the extremely poor.

28. Food insecurity in South Sudan is highly seasonal and largely influenced by recurrent and frequent shocks and conflict. Since the conflicts started in December 2013, households have not managed to produce enough even during the main cultivating seasons. Instead the minimal harvest realized does not take households long enough before they fall into food insecurity. For instance, the 2019 cropping season production met only 63 percent of the 2020 national cereal needs. Despite a 10% increase in cereal production the demand outstripped supply mainly because of flooding, low number of farming households and small planted area. Insecurity and disrupted livelihoods are some of the bottlenecks to households' access to other food sources like wild foods, fish and livestock products. Currency depreciation and high food prices have affected the purchasing power of vulnerable households who rely on markets for food and basic needs. It is expected that the food security situation will continue to deteriorate due to the seasonal food scarcity along with a reduction in humanitarian assistance.

29. The food insecurity situation however has not varied significantly between cropping seasons in the last 5-years as households have not managed to produce enough even during the main cultivating seasons. Consequently, for majority of households' cereal stocks last for up to 3 months. Given persistently low food and income sources among at least half of the national population, humanitarian food assistance continues to play a pivotal role in mitigating food gaps at the household level and preventing more extreme food insecurity outcomes at the county level. Most households have been supported through humanitarian assistance that may not be adequate to meet all their needs (WFP 2018). Based on the imminent refugee returns and large cereal deficits, it is anticipated that additional pressure will be exerted on local market supply of staple foods in both Eastern Equatoria and Central Equatoria, where large returnee populations exist and insecurity and banditry periodically disrupt trade flows and household movement (IPC 2020). The two main seasons that influence food insecurity in a normal year are in: May-September when most households go through the lean season with minimal food stocks to consume; and October – April that marks the harvest and post-harvest period when households have available food stocks to consume from own production.

30. Devaluation of the South Sudanese Pound in December 2015 has seen the cost of market commodities (white maize grain, white sorghum, cooking oil, petrol) increase over the years. Commodity prices have generally been above 5-year averages, a situation attributed to continued depreciation of the South Sudanese Pound (SSP) against the US dollar, interrupted supply by conflicts/insecurity, the inability of traders to import adequate amount of food given the shortages in US dollars in the market and increasing transportation cost as fuel prices go up and the impact of COVID-19 restrictions on imports. The ongoing economic crisis and effects of conflict continue to make it difficult for majority of households to access food from markets. Access to markets also gets worse during the rainy season when road conditions deteriorate and cut off supplies. Below is a summary of food security situation by state.

31. **Central Equatoria State:** Food consumption gaps outcomes have persisted in the state due to high food prices, localized insecurity limiting food access, increased returnees, in addition to flood-induced crop losses especially in Terekeka. The proportion of households with poor food consumption is 40 percent and consumption gaps are high during the lean season due to depleted household food stocks and high food prices which usually limit their access to foods through markets in addition to seasonal reduction in livestock products. Livestock movement is seasonally practiced by pastoralists from Terekeka County starting from May, moving to the uplands of Juba, Lainya and Yei counties and then returning home between September and November. The number of animals in Kajo Keji has decreased significantly in recent years mainly due to the prevailing insecurity. The situation sharply deteriorated due to increased conflict, resulting in the displacement of several

farming households to neighbouring countries of Uganda and Kenya. This meant that farmers in these areas were unable to cultivate far-fields and were limited to homestead areas. There is heavy reliance on fresh cassava, but access to cassava fields is still limited by insecurity, especially in far fields. Abandoned cassava fields in Kajo Keji remain unharvested due to insecurity and the poor state of feeder roads used to transport harvested cassava (CFSAM 2020). There has however been an improvement in security situation with the signing of the peace agreement. Other than conflicts, farming household experience shocks ranging from drought, flood, crop diseases, pests, and the death or theft of livestock. Individuals living in rural areas are more likely to experience these shocks, particularly drought or flood.

32. **Eastern Equatoria State** has experienced improvements in food security in the last year with reduced number of the population classified in Crisis (IPC Phase 3). An estimated 31.9 percent (340,000) are in Crisis compared to 56 percent at the same time last year with 37 percent of households with poor food consumption. The improvements in food security conditions are driven by improved security, availability of food stocks at household level, livestock products, game meat, and market access. As with Central Equatoria, February to April marks the period when the food security situation deteriorates due to an increase in food prices, depletion of household food stocks, seasonally limited availability of wild foods, and reduction in livestock products as livestock migrate to dry season grazing areas. From May to July, marginal improvement in the food security situation is usually expected as livestock return near homesteads, and some green harvest and wild foods become seasonally available to households.

33. Food assistance contribution is significant in Great Equatoria. The commonly cultivated cereals include sorghum, cassava and maize; Sorghum is the main cereal grown. Cassava is significant contributor to households' food consumption. Farmers mainly use own local seeds carried over from the previous harvest or purchased in the market with dry planting being common, especially in the areas where rains have a comparatively later onset. In the absence of a widespread adoption of ox-ploughing, hand-digging is the normal method of cultivation, with labour provided by the family in most areas. Ox-ploughs are mainly used by farmers in Magwi County. There are about 20 Government tractors and 12 private tractors in Eastern Equatoria State. The hiring rate for Government tractors is SSP 10 000/feddan in Torit and SSP 7 500 in Magwi. These few functional tractors and ox-ploughs have contributed to the cultivation of more land during the 2019 season. However, efficient utilization of existing tractors is highly constrained by shortage of spare parts and high fuel prices (CFSAM 2020).

34. **Jonglei:** Cereal and food security assessment in Jonglei have been constrained by insecurity except for Bor South county. According to CFSAM assessment, farming in Bor South in 2019 was limited to areas around the homesteads compared to previous years due to insecurity in far fields. The food insecurity rose to unprecedented levels during the post-harvest period of January 2020 because of extensive flooding, at a time when food would 'normally' be the most abundant. An estimated 1.26 million people, representing 65 percent of the state population were facing Crisis (IPC Phase 3) or worse acute food insecurity in January 2020. Floods damaged homes and public infrastructure, destroyed crops, increased post-harvest losses, restricted the gathering of wild foods, resulted in considerable population displacement, disrupted market supply and increased commodity prices, and led to significant losses of livestock due to disease and starvation. This also resulted in widespread contamination of water supplies, unhygienic environment and deteriorating health conditions, exacerbating the vulnerability of an already impoverished and asset-stripped population. Additionally, the macro economic crisis has continued to result in high food prices even at a time of the year when they would seasonally decline. Cattle raiding and intercommunal conflict, involving revenge killings, have continued to result in deaths, loss of livestock, disrupted livelihoods and restricted access to wild foods and fish. Livestock raiding is also prominent. Raiding is traditionally common amongst the Nuer, Murle and Dinka tribes, but it is now increasingly exercised by the Murle tribes.

Nutrition

35. The prevalence of global acute malnutrition (GAM) among children increased from 13 per cent in 2018 to 16 per cent in 2019, exceeding the global emergency threshold of 15 per cent. In 2020, more than 1.3 million under-five children are projected to be acutely malnourished. The under-5 mortality rate is 106 per 1,000 births and maternal mortality rate sits at about 2,504 deaths per 100,000 live births. Around 75 per cent of all child deaths are due to preventable diseases, such as diarrhoea, malaria, and pneumonia. Acute malnutrition is attributed to the persistent high food insecurity, poor quality and diversity of food, low water quality as well as high morbidity due to a weak health system. Moreover, heavy workloads among women, cultural beliefs and traditions also play a big role in malnutrition. The situation is further compounded by effects of conflicts and insecurity. The GAM rates in Central Equatoria have been on a rapid increase for the last 3 seasons. The latest prevalence of 15.3 (Emergency levels) percent is an increase from 5.2 percent (Alert phase) from previous season.

Table 3: Prevalence of Malnutrition⁶

	National	Central Equatoria	Eastern Equatoria	Jonglei
GAM	12.6	15.3	9.7	23.9
Stunting	15.1	30.0	23.7	9.4

Adapted from Food Security and Nutrition Monitoring System round 25 Dec 2019

36. The stunting levels of Eastern and Central Equatoria are higher than the national average representing levels of very high public health significance. Stunting, unlike wasting is not affected by rapid food shortage or diseases experienced in certain seasons. It however causes irreversible physical and mental damage to children and is associated with an underdeveloped brain, with long-lasting harmful consequences, including diminished mental ability and learning capacity, poor school performance in childhood. Performing below average in these areas may also limit their future productivity and reduced earnings and increased risks of nutrition-related chronic diseases, such as diabetes, hypertension, and obesity. This cycle could threaten the health of their future children.

37. The status of complementary feeding of children 6 to 23 months remains poor. Intake of the recommended food groups (Minimum Dietary Diversity – MDD) is very low in all states at 14 percent. Unexpectedly high morbidity during the post-harvest season, poor complementary feeding practices contribute to the high level of acute malnutrition. This suggests that malnutrition may be related to behaviour and/or lack of awareness of child feeding practices among caregivers (IPC 2020). There has been an increase in number of women who are wasted over the past years. In Jonglei, at least 55 percent of women are malnourished while in Central Equatoria is 20.7 and in Eastern Equatoria (24.8) has registered some improvements. Maternal nutrition is linked with poor child nutrition outcomes; hence child nutrition status may be affected adversely if the maternal nutrition status continues to worsen.

38. Overall dietary diversity among women of childbearing age is at 30, 37 and 21 percent in Central, Eastern Equatoria and Jonglei respectively. This is as result of poor access to food and the intra-household dynamics that mean women are the last to eat in times of food stress. Women suffer greater food insecurity, due to their cultural and social roles as care givers of children and older people, meaning that they may refuse or pass on food within families, especially in female-headed households where there may be a concentration of needs (Oxfam 2016). Maternal undernutrition contributes to neonatal deaths through small for gestational age births; stunting, wasting, and micronutrient deficiencies are estimated to contribute to child deaths annually (Lancet 2010). Heavy women's workload and limited childcare options are factors compounding child malnutrition. Additionally, early age at marriage and age at first birth is significant and contributes

6

Acceptable	Alert	Serious	Critical
<5%	5- <10 %	10 to <15% or >usual and increasing	15-30% Or >usual and increasing

to foetal growth restriction, which increases the risk of neonatal death and for survivors, of stunting by 2 years of age.

39. Malnutrition is associated with multiple immediate and underlying causes including WASH, care practices, poor quality of diets (as evidenced by the low MAD and WDD) and morbidity. Access to health services is poor and leads to high incidences of diseases. This is further compounded by the chronic nature of waterborne diseases, low use of latrines, poor personal hygiene and living environments, and limited access to hygienic materials. An estimated 60 per cent of the total population either rely on unimproved or surface water sources; or have to walk more than 30 minutes to reach the improved water sources or face protection risks even if they could access the improved sources. Flooding also contributes to internal displacements causing disruptions to livelihoods and water. Insufficient food consumption is a primary cause of malnutrition. Generally, more than 8 in 10 households had inadequate food consumption⁷ in Central Equatorial and Jonglei. Eastern Equatoria, 40 percent had acceptable consumption score. The three counties also have the largest proportion of households with poor household dietary diversity score⁸ (0 to 2 food groups). Cereals and vegetables are the two commonly consumed food items. Majority of households in CES and Jonglei (68 and 75 percent) are faced with moderate hunger in EES only 33 percent⁹.

Table 4 Average days of consumption by different food commodities

	Cereal	Pulses	Milk	Meat Fish Eggs	Vegetables	Fruits	Oil	Sugar	Condiments
CES	4.65	1.74	0.26	0.37	3.39	1.50	1.35	0.97	2.75
EES	6.06	1.18	1.90	0.86	3.68	0.87	2.56	0.87	4.16
Jonglei	4.74	0.76	1.55	0.87	1.18	0.58	1.74	0.74	0.95

40. Over 50 percent of households in CES and EES consume food obtained through their own production especially cereals, tubers and pulses, while market purchase constitutes the second most important source of food. Jonglei has a mixture of own production, markets and food assistance. Households are generally dependent on market purchases for their consumption of meat/fish and eggs. For fruits, gathering from the wild is the primary source of consumption in Jonglei (70 percent), while own production constitutes the main source of fruit consumption in Eastern and Central Equatoria. Poor households generally spend a higher proportion of their already meagre incomes on food especially on cereals and tubers. In target states, the proportion of income spent on food is higher than the national average at 82 percent in Jonglei, 78 percent in Central Equatoria and 81 percent in Eastern Equatoria.

41. The unstable food security situation has led households to resort to food based and livelihood coping strategies. The prevalence of coping strategies involving a decrease in food intake (eating less expensive and preferred foods, limiting portion size, reducing adult consumption, and eating fewer meals) around the harvest period remain high. This peaks during the lean period as household food stocks decreased and market prices increased). This is worst in Central Equatoria where 85 percent employ coping strategies in agreement with the worsening in severe food insecurity. The recent FSNMS (2020) also found a significant association between coping behaviour scale and malnutrition rates. Households practising highest coping behaviour (maximum coping) contributed to 45% of the overall malnourished cases.

⁷ Food consumption score is a proxy indicator of household caloric availability, the high proportion of household with poor and borderline food consumption was an indication that households consumed less nutritionally dense diets consisting mostly of cereals and vegetables

⁸ Household Dietary Diversity Score (HDDS) on the other hand provides a picture on quality of household diets in terms of access and socio-economic status.

⁹ Household hunger scale measures households' experience of food deprivation.

2.2.Implications of COVID-19

42. The COVID-19 pandemic has triggered an unprecedented global health, humanitarian, socio-economic and human rights crisis, exacerbating the vulnerabilities of affected populations. In South Sudan, the pandemic is putting significant pressure on already overburdened health and social service delivery systems, exacerbating the vulnerabilities of affected populations. The rural poor, internally displaced persons, and refugees are especially at risk as they tend to live in overcrowded settings where it is difficult to practice physical distancing and water and sanitation services are lacking. Many people live in informal, clustered settlements and in big households, with some homes housing about 30 people or more at a time, an environment favourable for the transmission and spread of COVID-19.

43. Mitigation measures designed to reduce virus transmission have reduced access to wider services, loss of household income for the poor and vulnerable and is affecting capacities of households to access nutritious, safe, and affordable foods and basic social services. This has been caused by disruption to livelihoods including closing of markets to trading except for items deemed essential like food and medicine. The closing of borders has also reduced the amount of cereals imported into the country. Importation of maize from Uganda to South Sudan has reduced by 30 percent prompting an increase in the price of maize and sorghum by 20 to 25 percent and that of wheat surged by 40% (FEWSNET 2020). In Magwi, market prices of maize increased between February and April by 25 and 85 percent, respectively. Screenings implemented in the framework of the measures to contain the spread of COVID-19 has also significantly slowed down the commodity movement

44. Should the government impose restrictions on people's movements through community quarantines, markets will become more disrupted, leading to less available food, less diversity of options, and higher prices, especially on more scarce foods. As the COVID-19 pandemic is still evolving, it is difficult to predict with precision the geographic reach and degree of impact on food production and distribution systems.

45. Public health measures such as social distancing that restrict movements to reduce COVID-19 transmission are also heightening protection risks and vulnerabilities for already at-risk groups including children, women, and crisis-affected families. Households with limited resources are bearing the full brunt of these measures and the resulting stressors and socio-economic impacts. The restrictions on movement place a higher risk on women to experience Gender Based Violence, Sexual Exploitation and Abuse, because women are confined in their homes or camps with abusers. These measures may also increase youth's vulnerability to recruitment and use by armed forces or armed groups. Women and girls are especially vulnerable to the impact of the COVID-19 response due to the additional care burden they bear for their families and the risk of sexual violence as they struggle to meet their daily needs in the context of lock downs and curfews (SUD Institute 2020).

46. Adequate water, sanitation, and hygiene (WASH) services are essential to infection prevention and control. Good handwashing and hygiene practices are also essential to reducing transmission and exposure to the coronavirus. However, across the South Sudan, 70 percent of people, lack access to safe water at home, and 80 percent people, lack access to safely managed sanitation (REACH 2019)

2.3. Environment and climate context, trends, and implications

a. Environmental assessment

47. South Sudan is covered by extensive grasslands, wetlands and tropical forests. Its natural assets include significant agricultural, mineral, timber and energy resources. The climate is mostly hot and dry, with seasonal rains that allow for two or three harvests a year in the country's green belt. Apart from oil, however, its natural resources are largely unexploited and only 4.5 per cent of its potential arable land is cultivated (State of The Environment, 2018).

48. **Agriculture:** In South Sudan about 80 per cent of the population lives in rural areas where subsistence agriculture is the mainstay of people's livelihoods. The agriculture sector is characterised by small, hand-cultivating household units belonging to larger family aggregations practising different combinations of rain-fed agriculture, livestock grazing and pastoralism, wild food harvesting and fishing (MOAF, 2013); (EU, 2016). About 81 per cent of households cultivate land, 74 per cent own livestock and 22 per cent engage in fishing (RSS, 2015). Although agriculture is the backbone of the subsistence economy of South Sudan (BRACED, 2016a), production is very low. In 2009, the agriculture sector contributed one-third of the country's GDP (UNDP, 2012).

49. South Sudan's agricultural potential is immense, but largely unrealized. It has about 33 million hectares of land across six agro-ecological zones that are suitable for agriculture (see Appendix 3), but only about four percent is currently cultivated. The livestock sector is not commercialized and suffers from high incidence of disease, rustling, and resource-based conflict. This has impacted negatively on nutritional status of households particularly children under 5. Limited use of productivity-enhancing technologies, capacity constraints, high Labour costs, and poor infrastructure hinder progress and constrain production, productivity and the competitiveness of South Sudan's agriculture relative to its neighbors. Sorghum is the main cereal crop (70% of the cereal-area) followed by Maize (27%).) (Country Strategy Note, 2019).

50. Individual households cultivate an average of between 0.84 and 2.4 hectares of cereals and other crops (UNDP, 2012). Crops are usually grown in mixed and/or sequential plantings (mixed cropping and interplanting). Sorghum and millet, the main cereal crops, are usually grown with sesame, while root crops such as cassava are often inter-planted with groundnuts, maize, pumpkins or other vegetables. This practice conserves biodiversity; mitigates weather, pest and disease risks; provides optimal ground cover and prevents soil erosion; conserves soil nutrients; and saves on labour (MOAF, 2013); (Dima, 2006). The practice of irrigated agriculture is insignificant in South Sudan. Individual farmers use simple Water-lifting techniques like hand pumps and other low-technology methods such as storage ponds and drains in flood plains to irrigate small plots of crops and vegetable gardens (Fernando & Garvey, 2013). Given the many permanent, large and small rivers, seasonal watercourses, groundwater reservoirs and vast areas of wetlands, there is a huge potential for expanding irrigation and introducing medium and large-scale irrigation projects to boost agricultural products.

51. **Soils:** are important in influencing the potential for agriculture. There are 34 soil types in South Sudan. Vertisols are a type of clay known as "black cotton soils" that are potentially highly productive but are prone to erosion; they are mostly found in the eastern part of the country (RSS, 2015). Fluvisols, a lowland soil in semi-arid zones that is moderately-to-highly fertile, is found along rivers, lakes and alluvial plains (FAO, 1993). Other soil types include Leptosols, Lixisols, Regosols, Cambisols etc. Spatial patterns of agricultural potential and population density of the two selected states showed that, the majority of geographic areas of the two states have high agricultural potential with high to medium population density and some areas have high to medium agricultural potential with medium to low population density.

52. **Forests:** Forests and woodlands of various types cover a large proportion of South Sudan's vast territory (RSS, 2015). Its natural forests have high levels of biodiversity and wildlife habitat, and generate important ecosystem goods and services. These include provisioning of goods (shelter, timber, fuel, food, medicines etc.) and services, carbon sequestration, hydrological cycling, soil stabilisation and cultural services. More than 90 per cent of the country's population directly depends on forests for fuelwood and charcoal production, timber for construction, and non-timber forest products for food and nutrition security; however, this resource is fast disappearing with an annual deforestation rate estimated at between 1.5 and 2 per cent (FAO, 2016). A menu of infrastructures have already been identified and during the CCD, the community will select the appropriate infrastructures that best fulfil their requirements: Such as feeder roads, storage facilities, irrigation schemes etc. Therefore, some tree clearance might be required to prepare land for the infrastructure development. However, given the resource allocated for infrastructure, significant tree clearance is not expected. SSLRP will also positively contribute to forest sector in

the country through the planned soil and water conservation activities aimed at ensuring sustainability of the infrastructures.

53. **Biodiversity:** South Sudan is endowed with a natural environment rich in biological resources. These include a large variety of ecosystems, a vast array of globally important species of flora and fauna and an unknown lode of genetic diversity. It is home to the Sudd swamp, one of the world's largest tropical wetlands, and to one of the greatest circular migrations of wildlife on the planet. Sudd swamp has been declared a wetland of international importance under the Ramsar Convention on Wetlands. Most of the population live close to the natural environment, directly depending upon forests and woodlands for fuel and food products, local soils in which to grow their crops, pastures for their livestock and nearby water sources for household needs. These ecosystem goods and services constitute the foundation of South Sudan's socioeconomic development (MOE, 2014). South Sudan has 14 national parks or protected areas and is home to the world's second largest animal migration after the great Serengeti-Maasai Mara wildebeest migration; this epic migration of antelopes offers tremendous opportunity for the development of ecotourism; The country harbours an immense diversity of wildlife species, many of which face threats from human activities, including wildlife poaching and trafficking; deforestation; settlements, cropland and livestock expansion; road construction; mining and oil development; and climate change impacts. SSLRP is not expected to have significant impact on biodiversity lose. Watershed approach of interventions added with the conservation activities will enhance the biodiversity of the project site.

54. **Water resources:** South Sudan's water resources are unevenly distributed both spatially across the country, and temporally, since water quantities vary substantially between years depending on periodic major flood and drought events. The Nile River hydrological basin covers most of the country. Water is held in perennial rivers, lakes and wetland areas, in seasonal pools, ponds, rivers, streams and extensive floodplains. Water demand is still low given the country's relatively small population, density and the lack of industrial development, but it is expected to increase rapidly in the future with projected population growth and economic development. In 2007, the Ministry of Water Resources and Irrigation reported that the impact of human activities on the availability and quality of water resources was already evident and a growing concern. There is increased pollution, reduced river flows, declining water tables in urban areas and both surface and ground waters are becoming contaminated (MWRI, 2007). For the environment and resilient assessment, two types of zonation are considered from different source. These are: agro-ecological zones which divide the republic of South Sudan in to seven agro-ecological zones (NAPA, 2016) and the other one is based on livelihood which categorizes the country into twelve livelihood zones (WFP/VAM, 2014),:

Agro-ecological zonation

55. South Sudan has been classified into seven agro-ecological zones (NAPA), which have been determined taking into account the following considerations: livelihood patterns (crop production, livestock rearing, off-farm income generation), physical geography, agro-ecology and market access.

56. These are:

- I. **Greenbelt (Western Bahr el Ghazal; Western, Central and Eastern Equatoria):** Rely almost exclusively on agriculture. Smallholder rural and urban/peri-urban livestock keeping is focused on poultry and goats – few cattle. Traditional and modern beekeeping and wild gathering of honey are additional sources of income.
- II. **Ironstone Plateau (Northern and Western Bahr el Ghazal; Warrap; Lakes; Western, Central and Eastern Equatoria):** Heavily dependent on crop production. Parts are largely agro-pastoral with livestock production the predominant source of income. During periods of distress, the sale of livestock is a source of income.
- III. **Hills and Mountains (Central and Eastern Equatoria; Jonglei):** Both agriculture and pastoralism are practiced. Reliance on cattle increases during difficult years

- IV. Arid/Pastoral (Jonglei; Eastern Equatoria):** Driest zone, with one cropping season. Swamps are used for grazing during the dry season. Characterised by nomadic pastoralism with a strong reliance on livestock. Small-scale crop production supplements livestock production.
- V. Nile and Sobat Rivers (Jonglei; Unity; Upper Nile):** Abundance of water resources and good vegetation for grazing but flooding hampers access. An important dry season grazing area. Crops are also grown
- VI. Western Flood Plains (Northern Bahr el Ghazal; Lakes; Warrap):** Main source of income is agro pastoralism, which is supplemented by fish and wild foods. Livestock are important for both food and income
- VII. Eastern Flood Plains (Jonglei; Upper Nile):** Inhabited by both pastoralists and agro-pastoralists. Low-lying terrain and black cotton soils pre-dispose the area to flooding.

57. The project will be implemented in Eastern and Central equatorial and Jonglie states of the republic of South Sudan and the two states have experienced almost all of the agro-ecological zones with various degree of geographic coverage. Preparation of PDR should take these considerations into account during the identification of intervention and CDD processes. For example: the Nile and Sobat Rivers zone which includes one of the SSLRP target country, Jonglie, is characterized by the abundance of water, including good cover of vegetation for grazing, excess flooding usually hampers access. Therefore, the CDD/CDP and project interventions in the Jonglie county need to plan to exploit the water and grazing resources and consider climate (flood) resilient infrastructures.

Livelihood Zonation

58. South Sudan is categorized in to twelve livelihood zones (FEWS NET, 2018). This kind of characterization on livelihood provides useful information to better identify food security and resilience patterns and inform programmes to support the most vulnerable populations. The beneficiary states, Eastern and Central Equatoria and Jonglie, for the SSLRP are laid under three livelihood zones namely: Equatorial maize and cassava zone, highland forest and sorghum zone, eastern semi-arid pastoral and eastern plain sorghum and cattle. Typical characteristics of the livelihood zones are described as follows:

Equatorial maize and cassava zone

59. This livelihood zone is bordered by Uganda, the Democratic Republic of Congo (DRC) and Central African Republic (CAR). It covers the former counties of Tambura, Ezo, Nzara, Yambio, Ibba, Maridi, Yei, Lainya, and parts of Mundri, Kajo-Keji, Magwi, and Ikotos. Livelihood patterns are agriculture focused but supplemented by livestock, fishing, hunting, and gathering of a range of wild foods and bush products. In a normal year, the zone is highly productive and considered a surplus area due to good soils and reliable rainfall, and market access, both local and cross-border, is relatively good. The zone is largely found in the Greenbelt agro-ecological zone. With fertile soils, it is considered one of South Sudan's highest potential cereal producing areas. The zone's topography is mostly a mix of mountains, hills and valleys which form the plateau in the southern reaches along the border. The area further inland is primarily flat plainlands with an estimated altitude between 800 – 1200 meters (m) above sea level. Soil types vary from the lowland to highland areas with a mixture of fertile loamy clay and sandy soils that are most suitable for agricultural production.

60. The zone has a bi-modal rainfall pattern with two reliable seasons and average annual precipitation of 1100-1600 millimeters (mm); although the seasonal averages range 600-900 mm each season. Rains typically start in March to June with a break in late June then restart in July to November. The temperatures are relatively warm throughout the year, especially in lowlands, and cooler in highlands averaging between 27-30° Celsius in January to February and 30-35° Celsius from December to March. This zone is one of the most naturally endowed areas in the country with diverse vegetation cover including dense deciduous equatorial rain forests to the south that become less dense bushes towards the north. The major forests Nabanga, Sakure, Kpatuo, Bangangayi, Gilo, Hatire, Imilai, Kalisoni, Upper Talanga, and Lumarati are found in this zone and provide a source of hunting, plentiful timber materials for housing and fuel, and a broad variety of naturally occurring uncultivated foods and fruits such as wild yams, shea butter, tamarind, wild lemon, and

wild vegetables (Luge and Lugutalang). Chronic hazards have led to the decline in agricultural and livestock production in the zone. The main chronic hazards include: insecurity, inflation (high prices), resource-based conflicts (farmers versus pastoralists), localized seasonal floods, crop pests and livestock diseases.

Highland forest and sorghum zone

61. This zone is located along the mountain ranges of the Greater Equatorial region and administratively extends across Juba, Magwi, Torit, Budi, and parts of Ikotos. The southeastern part of the zone shares a border with Uganda. This is an agricultural zone with minor dependence on livestock. The zone is a cereal deficit area characterized by low production output due to low rainfall and dependence on one growing season. The presence of Kidepo National Reserve, and parts of Bandingilo National Park provide access to a range of naturally-occurring foods and bush products that are exploited by the inhabitants for consumption and cash income. The zone's topography is characterized by highlands and foothills along border areas with Uganda where altitude ranges from 1200 – 2000 m above sea level, while the valley and floodplains in the northeast and northern parts range 600 – 900 m above sea level. Soils are relatively fertile and suitable for crop production as compared to the neighbouring South-Eastern Semi-arid Pastoral zone.

62. The zone has a unimodal rainfall pattern with an average annual precipitation of 900 – 1000 mm. There are two distinct seasons: a rainy season from April to November and a short dry season from December to March. There is one major growing season from April to July although localized areas in the highlands have a second growing season for groundnuts and sesame from September to December. Average temperatures reach a maximum of about 42° Celsius in February and minimum of 30° Celsius in December and January. Land cover is a mixture of forest, bush shrubs and grasslands punctuated by agricultural land. Kidepo National reserve, parts of Bandingilo National park, Imatong and Nimule forests are found in this zone and provide a source of natural resources such as wild honey, game meat, wild foods, and fruits, especially shea butternut trees. Inhabitants exploit natural resources as part of their normal livelihoods as well as to cope with limited access to food and cash income. The forests and national parks present the potential for tourism, but this is not active due to insecurity.

63. Livelihood constraints facing household in this zone are consistent with risks associated with agro-climatic shocks affecting agro-pastoral areas elsewhere in South Sudan. Chronic hazards include insecurity (*insurgencies and clan related looting*), inflation over the past three years (*high prices*), cattle raiding and presence of migratory cattle during growing season, as well as, pests (*rodents, termites, armyworm, monkeys, birds*), diseases and weeds (*striga*) which limit agricultural productivity in the zone.

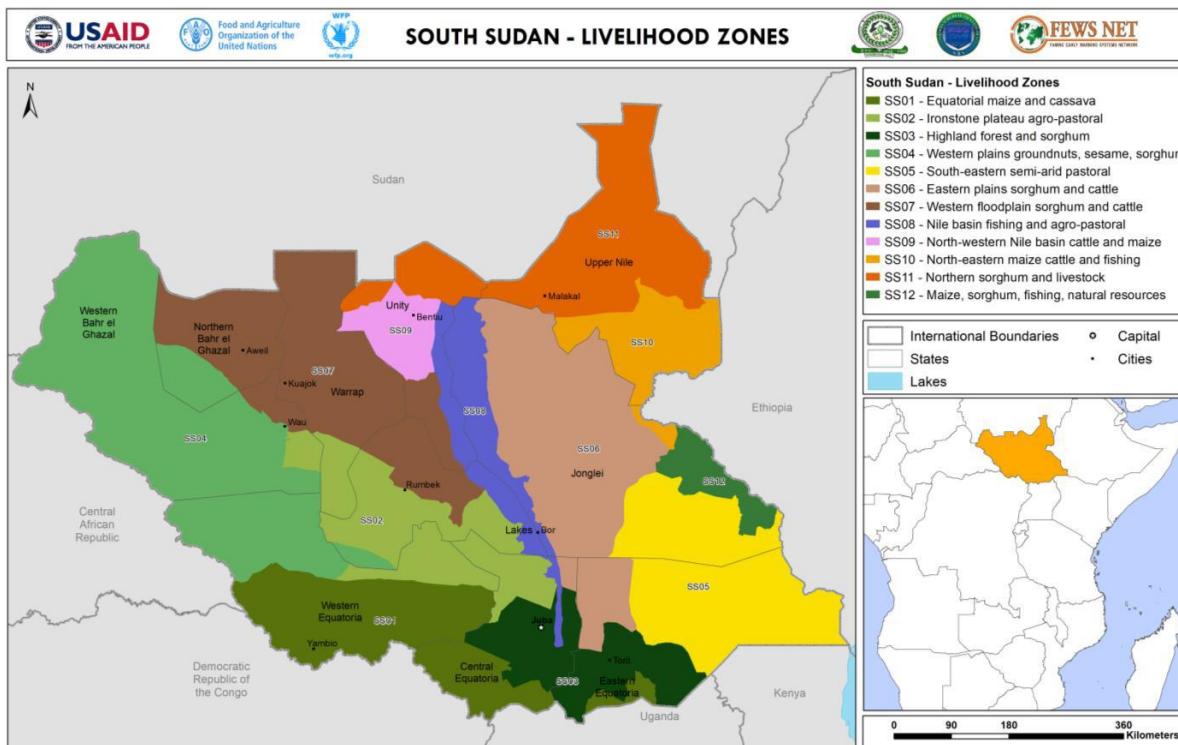
South-Eastern semi-arid pastoral

64. This semi-arid livelihood zone lies at the south-eastern tip of southern Sudan within former Eastern Equatoria and Jonglei States, covers many parts of Pibor and Greater Kapoeta and is bordered by Kenya and Ethiopia. Local livelihoods are typically pastoral with very limited crop production but supplemented with wild food consumption and sales. Access to food is predominantly through market purchase and exchange with other zones and grains from Kenya and Ethiopia. The zone is characterized by vast plains which stretch towards the foothills of the mountain ranges near the Ethiopian border. Altitude ranges between 400-1100 m above sea level. The soils are predominantly sandy loam with presence black cotton clay tending to be higher in the north, west, and east of the zone. Though soils are suitable for crop farming, semi-arid conditions severely limit crop production. The zone is typically a dry Sahelian savannah, with rainfall that averages 200 -600 mm per annum. The rains start in June and end in October. Average temperatures are 38-40° Celsius, with a minimum of 20° Celsius in December and January and a maximum of 42° Celsius in March.

65. Livestock rearing drives the zone's economy. The zone is inhabited by almost pure pastoralists who survive in a very harsh, drought-prone environment. Livestock kept include cattle, camels, goats, and sheep and, to lesser extent, poultry (mainly for household consumption). In the

dry season, herders usually move into Ethiopia and Kenya in search of water and pasture. There is limited crop production, including sorghum and small-scale vegetable production (e.g., okra).

66. The rainy season starts in June and ends in October. Although this area is mainly suitable for rearing livestock, small quantities of sorghum and some vegetables are grown. Cultivation starts with land preparation in February to March, followed by wet sowing in April and weeding in June



b. Climate trends and impacts

67. South Sudan lies within the tropical zone between latitudes 3°N and 13°N and longitudes 24°E and 36°E. The climate ranges from Tropical Semi-Humid with a short rainy season in the north, to Tropical Wet-Dry and Tropical Rainy climates with longer wet seasons in the south. South Sudan receives ~1 billion m³ of rain annually, which can be classified into two major rainfall regimes – unimodal and bimodal. The unimodal rainfall regime occurs in the north with a six month wet season from May to October. The southern part of the country has a bimodal rainfall regime with high rainfall for 7-8 months a year, which ranges from 500-600 mm annually to 1500 mm annually. Rainy seasons are influenced by the annual shift of the Inter-Tropical Convergence Zone and the shift to southerly and south westerly winds, which leads to higher temperatures and humidity as well as increased cloud cover. There are prominent variations in rainfall and the length of the dry season. However, there is little temperature variation over the country or within season. Mean annual temperatures vary between 26°C and 32°C (NAPA, 2016).

68. The meteorological service of South Sudan suffers from inadequate weather and climate-forecasting equipment (BRACED, 2016). Available data show that temperatures in South Sudan are rising and the weather is becoming drier (USAID, 2016). It is likely that these changes are related to global climate change. According to Richardson (2011), there has been an increase of temperature by 1.3°C and rainfall reduced by 20% between 1900 and 2009. In the 2000s, much of South Sudan was over 2 °C warmer on average than in the 1970s, with the central and southern regions registering an increase of as much as 0.4 °C per decade – one of the highest increases in the world. By 2060, South Sudan will get warmer by about 1 °C over and above 2020 values. Rains in South Sudan have declined by 10-20 per cent since the mid-1970s. Average rainfall is expected

to decline by 10-20 per cent for any observed warming of more than 1 °C. A general trend of delayed and shortened rainy seasons over the years has been reported in many places

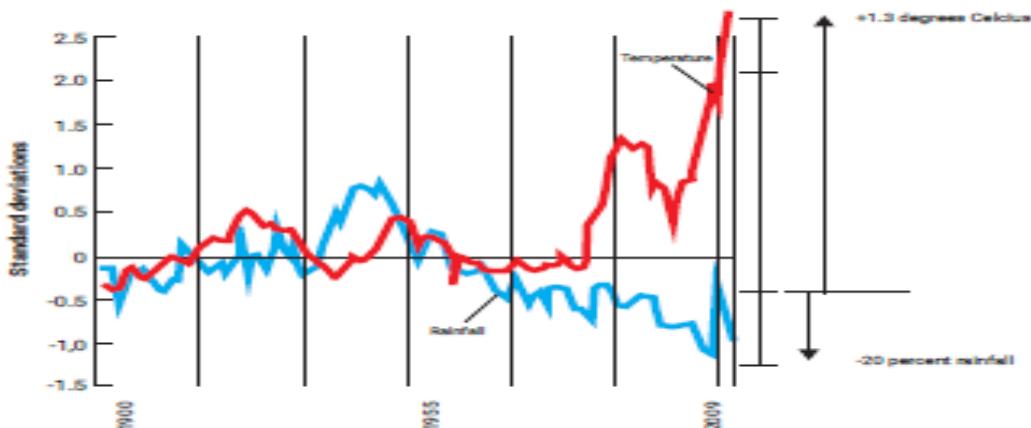


Figure 2: Trend in temperature and rainfall, 1900-2009. Richardson (2011) (11).

69. Climate change has long been affecting agriculture and water sector in South Sudan. Most of the people, being dependent on rainwater, the delayed onset of rainy season and prolonged dry spell changes the seasonal calendar of the country, which in turn affects the production system.

70. Although South Sudan contributes very little to global greenhouse gas emissions, it is highly vulnerable to the impacts of rising temperatures and increased rainfall variability due to climate change, since pastoralists and farmers rely heavily on seasonal rains. Indeed, according to the 2017 Climate Change Vulnerability Index, South Sudan ranks among the five countries in the world most vulnerable to the impacts of climate change. The others are the Democratic Republic of the Congo, the Central African Republic, Haiti and Liberia (Reliefweb, 2017). Climate change is thus a significant driver of environmental change in South Sudan.

71. In addition to the scientific evidence of climatic change in South Sudan, agro-pastoralists and farmers have noticed the delayed onset of rains, prolonged dry spells at the beginning of the wet season and an increase in the intensity of rainfall events, resulting in more erratic and heavy flooding (Murray, 2016).

72. The population of South Sudan is extremely vulnerable to the impacts of increased warming and unpredictable and reduced rainfall, given its fragile state and its extreme dependence on rain-fed subsistence agriculture. A warmer climate and drier weather have food security implications, reducing crop harvests and pasture availability and intensifying the impacts of droughts and floods. If the current climate change trend continues, rain-fed agriculture may become untenable.

73. **Green House Gas emission:** The state of conflict, insecurity, limited capacity and lack of financial resources in South Sudan have made collecting data on greenhouse gas emissions challenging. Given the low level of industrial development, however, they are likely to be relatively small, with most emissions derived from land use, land-use change and forestry, as well as the agriculture sector (RSS, 2015). Diesel generators for energy and the transportation sector also contribute to overall emissions. The United Nations Food and Agriculture Organization estimates that in 2013, South Sudan emitted 1,448 kilotonnes of CO₂ and per capita emissions were 0.1 metric tonnes (FAO, 2016).

2.3 Poverty and targeting profiles (*full integration of all themes*)

74. **Poverty** is a multidimensional issue that is underpinned by conflict and vulnerabilities from a range of factors. The MPI poverty is based on the number of deprivations a population suffers. These deprivations are in Health, Education and Living Standards. Poverty intensity in both states

is higher.. Vulnerabilities are not constant and are affected by the ever-changing relationship between politics, localised conflicts, natural and climatic shocks. Thus, targeting for the project will have an objective of reducing the vulnerabilities in: Climate change, Gender dynamics, Food Security, and Livelihoods. Flexibility should be built within the targeting strategy to ensure that it remains responsive to the ever-changing needs of the communities and the beneficiaries. Based on the socio-economic profile, return on investment would be higher if women and youth are prioritised and the agricultural sector (through smallholder farmers) strengthened to ensure stable incomes and food and nutrition security.

75. **Cultural Diversity:** South Sudan has 64 tribes with the largest being the Dinkas, who constitute about 35% of the population. The second largest are the Neurs. Dinkas and Neurs account for almost half of the population and dominate the government and the army. The main ethnic groups in the project target area include Kuku, Mundari, Madi, and Acholi and Loluba.

Table 3: Distribution of ethnic groups

State	County	Ethnic Groups
Central Equatoria	Kajokeji	Kuku
	Terekeka	Mundari
Eastern Equatoria	Magwi	Madi
	Torit	Acholi, Loluba
Jonglei	Bor South	Nuer, Murle

Target Profiles

76. The target counties consist of smallholder pastoral and agro-pastoral communities and households. Agro-pastoral HH cultivate staple food and cash crops as well as own small herd of livestock, but have limited access to inputs, assets and services. The project has a strong focus on the inclusion of women and youth, returnees and persons with disabilities. Their characteristics are described below.

77. **Agro-pastoral households.** The target agro-pastoral HH usually grow food and cash crops in fields located both close and far from their homestead. The women members of the HH have land located close to the homestead where they are grow vegetables for consumption or sale. The main crops grown are sorghum, maize, cassava and pulses. Major challenges of smallholder agro-pastoral HH include low agricultural productivity due to the limited availability of good quality seeds, erratic rainfall, pest infestations, and declining soil fertility. Furthermore the lack of adequate access to sufficient productive assets prevents smallholder agro-pastoral HH from making maximum use of the land (draught power/machinery, good quality seeds, fertilizer, and labour). Agro-pastoral HHs usually receive low prices from the sale of their products due to absence of organized commodity markets and the fact that the smallholder agro-pastoral HHs need to sell their products as quickly as possible after harvest to gain cash and therefore weaken their bargaining power. Lack or limited access to credit together with poor savings is one the main constraints that prevents agro-pastoral HH from purchasing inputs and accessing hired machinery and labour for the more expensive and labour intensive farming activities - weeding and harvesting. As a result, HH leave more than half of their available land uncultivated and engage in off-farm wage labour. Traditionally, Livestock keepers did not sell their animals because they used them against future losses, wealth status within the community and due to lack of integration into the cash economy.

78. **Women, including women headed households.** Gender equality and empowerment of women is vital as evidence demonstrates that in economies where gender equality is greater there is economic growth and better quality of life. Rural women in South Sudan face constraints that hamper their productive potential. They have fewer opportunities than men to benefit from education, training, and productive agricultural employment due to traditional gender patterns in allocation of household labour, early marriages, and restriction of their movement. This has seen women constrained in terms of employment opportunities and their involvement in on farm activities is less skilled and less financially rewarding. Although they contribute substantial proportion of

agricultural labour, they get lower wages. Furthermore, women and girls are less healthy, poorer, more food insecure and less educated; and suffer the highest maternal mortality rate in the world and one of the highest rates of child marriage. In the pastoral and traditional rainfed sector, women provide a remarkable contribution to the household's wellbeing and food security. Women's specific responsibilities include: (i) farming, both on the HH fields together with their husbands and on small household plots where they mainly grow green vegetables both HH consumption and sale; (ii) all HH work, which includes preparing food, collecting fire wood and fetching water; (iii) childcare; (iv) rearing small animals; and (v) petty trade. The varied tasks mean that women generally work longer hours than men. In spite of their responsibilities, women have access to smaller plots of land and generally can control cash income coming from petty trade and poultry rearing, but are rarely involved in decisions concerning key productive assets, such as land and livestock sale. Women also have limited decision-making power in the household or within the community. Their empowerment is hindered by a high rate of illiteracy, persisting gender inequalities perpetuated by the customary law, and early marriage. Compared to men, women earn lower incomes, but tend to allocate more of their earnings to buy food items for their HH. *Women headed households* are particularly vulnerable, are socially, culturally, and economically disadvantaged but are responsible for ensuring the wellbeing of their families by securing a large part of the household income from agricultural activities. Households headed by women face higher risks of food insecurity and malnutrition exacerbated by larger consumption gaps compared to male headed households.

79. **Rural youth:** The target youth will be those aged between 18-35 years, (although the official government definition ranges from 15-35 years). Youth are an important element in achieving stability and reducing insecurity. Under-employed youth are frustrated and idle and contribute to social unrest and armed conflicts. While agriculture offers opportunity to create employment, young women and men face constraints to participate and thrive in the sector (access to land, extension services and linkage to markets). The majority of the young people live in rural areas with no access to basic services or sustainable livelihood opportunities, limited or no employment opportunities, as well as limited access to capacity building or microfinance services that would enable them to establish their own businesses. Conflict in the country has prejudiced the chances of a whole generation of youth for educational and developmental opportunities. Thus, initiatives that improve the opportunities for them to participate in decent agricultural and non-agricultural work could provide benefits for social harmony. The project will facilitate youth to take advantage of opportunities arising along the traditional value chain (seed supply, storage, technology etc), strengthen their capacity in enterprise development through skills-based training and support linkages for markets.

80. The project will be implemented in the Greater Equatoria region (Central and Eastern) and Jonglei state. Selection the states is based on criteria that considers poverty level, political stability to enable sustainable investment in smallholder agriculture, community development, rural youth and poor women. The three states are Central Equatoria (Terekeka and Kajo-Keji Counties) and Eastern Equatoria (Magwi and Torit Counties) and Jonglei (Bor South County). There are various studies (reports) issued on the status of climate change and its impact, poverty level, livelihood zonation, vulnerability, distribution of natural resource, aggregated land use by state etc. Therefore, geographical targeting (selection of beneficiary sites) will adequately consider these parameters/indicators in order to ensure IFAD's engagement in South Sudan meets its objective and also to ensure the neediest rural small holders are reached.

81. **Central Equatoria:** This livelihood zone is considered to have high resilience due to moderate exposure to hazards and low food insecurity level. Although most household's income is highly climate-sensitive, seasonal rains rarely fail. Poorer households subsist from their own crop and livestock production supplemented by food obtained from hunting and fishing and wild foods, and food purchased with income from agricultural and casual labour. The main constraints to market access include long distances, poor road conditions, seasonal flooding and insecurity.

82. **Eastern Equatoria:** This livelihood zone is low in resilience due to over reliance on rain fed crop farming and sedentary cultivation with less reliance on livestock. Due to favourable climatic conditions, households have good harvest but lack access to local markets but have good trade

linkages with neighbouring zones. Household incomes are constrained by a lack of roads, hilly and mountainous terrain and poor road conditions, which limits access to markets.

83. **Jonglei:** This is one of the zones with relatively poor resilience. The poor resilience stems from being highly exposed to hazards, high food insecurity with low livelihood diversity. Being one of areas prone to civil unrest with intercommunal conflicts, livelihood activities are adversely affected. The constraints to market access for households are insecurity, livestock diseases and a lack of feeder roads in the most rural parts of the zone.

84. **Institutional analysis** (*most important institutions and their capacities; policies and frameworks relevant for project*)

85. **National Development Strategy (2018 NDS):** The overarching objective of the new NDS is to Consolidate Peace and Stabilize the Economy. It also provides the medium-term framework for implementing of the Vision 2040, focusing on Justice, Liberty and Prosperity. The NDS is articulated around six interconnected priorities: (i) Creation of enabling conditions for and facilitate the return of displaced citizens; (ii) Developing and enforcing the rule of law; (iii) Ensuring secure access to adequate and nutritious food; (iv) Silencing the guns; (v) Restoring and expanding the provision of basic social services.

III.

3.1. Gender

86. Below are a number of gender policy frameworks in South Sudan. In practice, many gender-oriented policies in South Sudan have not been implemented or remain in draft form. Gender Focal Points or departments created by the Ministry of Gender, Child, and Social Welfare in various government institutions are inadequately funded (Edward, 2014). The general political and public attitude and indifference to gender issues, the low prioritization of gender issues, as well as the institutional and organizational weakness of the governance institutions continue to be a challenge (GenderIndex.org South Sudan 2019)

- **The comprehensive draft National Gender Policy (NGP):** Developed by the Ministry of Gender, Social Welfare and Religious Affairs, to which advocates for programmes that have specific impact on the gender mainstreaming and women's empowerment.
- **National Gender Policy (2013):** The Policy provides an overall context for mainstreaming gender equality in all national development processes and a framework to address existing inequalities and remedy historical imbalances.
- **The National Social Protection Policy Framework of the Ministry of Gender, Child, and Social Welfare (MGCSW).** The overall goal of this framework is to address multiple vulnerabilities and secure livelihoods as well as access to social services for the most vulnerable. An integrated set of approaches, including cash transfers, are directed at vulnerable groups including orphans, widows, persons with disabilities and the poorest households. It coordinates all social protection initiatives nationwide and therefore an important backbone of resilience in South Sudan, the Framework's six objectives are: 1) Inclusive social protection: ensuring access to basic social services for all; 2) Protective environments for children; 3) Strengthened linkages among social protection, economic development and sustainable livelihoods; 4) Improved livelihoods for women; 5) A systems approach to social protection; and 6) Progressive realisation of coverage.
- **Comprehensive Agriculture Master Plan (CAMP)** This is a gender sensitive policy that recognises the importance of gender in agriculture and provides ways of mainstreaming gender in agriculture. It has set gender analysis and gender mainstreaming planning as objectives of Planning Department, and gender mainstreaming as an objective of Extension Department. CAMP is a national agriculture development plan set to guide agricultural development in the country for 25 years(2015-2040). It is an investment plan developed to align with national development policies and objectives such as Vision 2040 and National Development Strategy (NDS). It covers five subsectors (crops, livestock, fishery, forestry

and institutional development) for effective and efficient agricultural development by all stakeholders engaged in agricultural development in South Sudan

- **International and regional legal framework on gender:** South Sudan is a signatory to the Geneva Conventions, the Convention Relating to the Status of Refugees, and the Convention on the Rights of the Child. South Sudan ratified the CEDAW in 2014. However, it has yet to ratify the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights. South Sudan is part of the African Union (AU) and is obliged to observe international and regional agreements, but it is the only country of the AU that has not ratified the African Charter on Human and People's Rights (1986) prohibiting discrimination against women and articulating the protection of women's rights, and its supplementary protocol, the Protocol on the Rights of Women in Africa (the Maputo Protocol). Maputo Protocol was signed in 2013 and ratified in 2014. The ratification of the Maputo Protocol inclusively recognizes women's rights such as the right to peace and the right to protection in situations of armed conflict. It also addresses violence against women, FGM, and the situation of women in polygamous marriages. Some think that the articles dealing with marriage and reproductive health go against the traditions of South Sudan.

3.2. Youth

- **South Sudan Youth Development Policy of the Minister of Culture, Youth and Sports.** This policy is intended to empower youth to influence democracy and peacebuilding in the country, and to include youth in the peaceful and productive nation-building and development agenda which cannot exist without them. Given the proportion of youth in South Sudan's population and the risks associated with them, ones which have been exacerbated since the recent conflict, this is a policy of critical importance. Amid calls for concrete and timely implementation are cautions that 'youth' be considered in its broadest sense to include rural, female and minority group youth who often risk being overlooked by youth-oriented policy initiatives. The policy has been under review since 2006-2007 and is yet to be unveiled.
- **The South Sudan Youth Forum (SSYF)** is a platform of the national youth councils and non-governmental youth organisations in South Sudan. It strives for youth rights in national institutions. The Forum works in the fields of youth policy and youth work development.

3.3. Child labour

- **Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS):** Replaced all components of the Agreement on the Resolution of the Conflict in the Republic of South Sudan signed in 2015, including the Joint Action Plan with the UN to Combat the Use of Child Soldiers, and reaffirms commitments made under the 2017 Agreement on the Cessation of Hostilities. Establishes the structure of a Revitalized Transitional Government of National Unity and outlines actions to be taken by signatories, including prohibiting the recruitment and use of child soldiers by armed forces or militias.
- **General Education Strategic Plan (2017–2022):** Aims to improve access and quality of education by providing capitation grants, teacher salaries, and cash transfers to girls in upper primary and secondary schools.

3.4. Food Security and Nutrition

- **Food Security Council (FSC)** was established to ensure the overall alignment and harmonization of food security initiatives of the various line ministries and commissions, and to provide guidance for national food security policies and programmes. It is also a platform

for enhanced coordination and fostering linkages among the nine ministries that deal with various aspects of food security.

- **A Resilience Technical Working Group** established to coordinate the current analytical efforts and programming efforts. Recognises that building resilience requires a multi-sector approach and a long-term commitment to flexible programming aimed at reducing the risk and strengthening capacities; and it also requires a partnership approach to the development of a common resilience building agenda.
- **Scaling Up Nutrition:** South Sudan joined the SUN Movement in 2013¹⁰
- **National Health Policy 2016-2026:** Includes nutrition as a component with the Basic Package of Health and Nutrition Services (BPHNS). It provides guidance on nutrition, therapeutic feeding, and control of malnutrition in special and vulnerable groups.
- **Food Security Policy 2012:** Supports policy measures and strategies meant to mitigate the adverse effects and impacts from climate change in the medium and long-term. These include the development of community adaptive capacity for climate change through the development of crops that can resist droughts and floods.

3.5. Environment and Climate

- **Draft Environmental Protection Policy 2013:** Provides policy guidance on how to address climate change issues by developing a national strategy and climate change policy, and mechanisms for adaptation and mitigation. It encourages the formulation and enactment of laws that maintain and preserve ecological functions and the integrity of forests that conserve biological diversity and, water and soil resources in fragile ecosystems and that promote passive and non-invasive forest management activities as alternative sources for income generation (livelihood improvement).
- **Draft Environmental Protection Bill 2013:** Aims to protect the environment in South Sudan and to promote ecologically sustainable development that improves quality of life. It provides for the preparation of a National Environmental Action Plan and designation of Environmentally Sensitive Areas (ESAs) for the actual or prospective habitat of any environmentally sensitive species required to be protected for the purpose of meeting the government's international obligations under any of the Multilateral Agreements (MEAs).
- **The Agriculture Sector Policy Framework for 2012-2017:** Provides for the protection of plants, seed management and development of a plant genetic resources conservation programme and a biosafety framework. This includes promoting in situ and community conservation and management and creating awareness of plant genetic resources.
- **Policy on Agriculture and Livestock 2012:** Aims to transform agriculture and livestock from traditional/subsistence systems to achieve food security, wealth creation and national economic growth through science based, market oriented, competitive, and profitable agricultural systems.
- **Fisheries Policy 2012 – 2016:** Aims at responding to climate change and natural disasters through research and development of strategies. Provides a framework to manage fisheries resources to maximise production and avoid overfishing and to prevent destruction of wetlands and promote their conservation.
- **Draft Policy on Wildlife Conservation and Protected Areas 2012:** Recognises climate change as a global reality with serious implications for natural ecosystems and wildlife resources. The policy calls for designing coping strategies to address the impacts of climate change on habitats and populations of wildlife species.
- **Forest Policy 2014:** Recognises the critical role played by forests in providing "critical environmental services, water catchment and in mitigating climate change." The forestry policy proposes the ratification of the UNFCCC so that the country can benefit from the Clean Development Mechanism (CDM). It also proposes establishing a designated national authority "to facilitate the flow of climate change benefits to South Sudan." The policy also

¹⁰ Scaling Up Nutrition South Sudan <https://scalingupnutrition.org/sun-countries/south-sudan/>

emphasises the need for measures "so that South Sudan can access financing under REDD." (REDD refers to Reducing emissions from deforestation and forest degradation). It calls for delineation and gazettlement of forests to attain a national forest cover of 20 per cent of land area.

- **The Water Bill 2013:** Aims to provide mechanisms to protect water sources from pollution, erosion or any other adverse effects by creating protected zones within a catchment draining to, or above, any water facility forming part of a water supply or any catchment, lake, reservoir, aquifer, wetland, spring, or any other source of water. It also aims to conserve available water resources, to manage water quality and to prevent pollution of ground and surface waters; manage floods and droughts and mitigate water-related disasters and establish appropriate management structures, including mechanisms for inter-sectoral coordination and stakeholder participation.

3.6. Potential Partner Government Institutions

- **Ministry of Environment and Forestry:** Tasked with developing policy and regulatory frameworks on environment and forestry. The Directorate of Climate Change and Meteorology in the Ministry develops and implements programmes to address climate change issues and coordinates the implementation of South Sudan's obligations under the UNFCCC and the Convention on Biodiversity (CBD).
- **Ministry of Agriculture and Food Security:** Its mandate is to develop and implement policies, objectives and strategies for South Sudan's agricultural sector to improve food security and contribute to economic growth and environmental sustainability, and to facilitate and encourage the equitable and sustainable development of improved livelihoods. It exercises its role through the Directorate of Research and Training and the Directorate of Agriculture and Extension services.
- **Ministry of Water Resources and Irrigation:** Responsible for managing water resources and developing water policies, strategies, and plans, such as the Irrigation Development Master Plan and the Water Resources Utilisation and Development Master Plan.
- **Ministry of Livestock and Fisheries:** Charged with livestock and fishery policy development. The Directorate of Veterinary Services is responsible for preparing and enforcing laws governing livestock diseases control/eradication and the safety of food of animal origin. This includes safeguarding public health by tracking animal diseases transmissible to humans as well as domestic animal disease control

IV. Environmental and social category

87. The categorization for Environment and Social is made based on the implementation of project components indicated in the draft concept note. The main activities that could have environmental and social concern are; construction and/or rehabilitation of water infrastructures, rehabilitation/upgrading/construction of road, construction of processing and storage facilities and some agricultural inputs. The project will apply the Community Driven Development (CDD) approach at all beneficiary counties. Thus, selection of infrastructure per county will be based on the need of the community and this will be included in the Community Development Plan (CDP). However, taking the budget allocated for infrastructure development into consideration, Infrastructures with huge environmental and social impacts are not as such expected. Some of the anticipated impacts are pollution of environmental media such as water, soil, etc, land clearance/deforestation, occupational health hazard, water use conflicts, temporary/permanent displacement of people, conversion and/or loss of physical cultural resources during construction of infrastructures etc. Most of the impacts are localized to the project site, short term and most importantly can be avoided/reduced or mitigated by properly applying mitigation measures. The planning, design and implementation as well as Monitoring and Evaluation of the sub-project infrastructure development will be subjected to environment and social screening, and preparation of sub-project level Environmental and Social Management Plan (ESMP). ESMPs will ensure that adverse impacts are addressed and the infrastructures are not located in sensitive areas. In case, minor physical and economic resettlements are inevitable, appropriate compensation and livelihood restoration should

be effected as per the available national law and methodologies and if need be, as per IFAD 2017, Resettlement Action Framework will be prepared and implemented accordingly.

88. Therefore, the environmental and social category of the project is "B" and Draft Environmental and Social Management Framework (ESMF) is prepared. The ESMF should be mainstreamed in the project design and implementation process and also some budget for the mitigation measures is secured as for other project components. Category B projects include infrastructure development that may have Moderate environmental and social impacts. Thus irreversible environmental impacts as well as permanent displacement are not anticipated. Furthermore, the ESMF should also guide the type and scale of infrastructure to be chosen during the Community Development Plan preparation.

V. Climate risk category

89. Climate classification is based on the anticipated climate scenario in South Sudan and nature of the project. Generally, temperature has been increasing and rainfall decreasing in South Sudan since the last decades and this is set to continue (forecasted) for coming decades (SOE, 2018). According to other source rainfall will decrease in the north and increase in the south. Seasonal rainfall trends are highly variable across the country. Recent rainfall data showed that increasing trends particularly in the northern parts of the country and declining rainfall in the western and southern parts of the country. In addition, analyses suggest that there has been a shift in the start and cessation of rainfall, leading to more erratic and unpredictable rainfall patterns (WFP, VAM 2014). Since the mid-1970s, South Sudan has experienced a decline of between 10 to 20 per cent in average precipitation as well as increased variability in the amount and timing of rainfall from year to year (USAID, 2016). South Sudan is highly vulnerable to the impacts of rising temperatures and increased rainfall variability due to climate change, since pastoralists and farmers rely heavily on seasonal rains. Indeed, according to the 2017 Climate Change Vulnerability Index, South Sudan ranks among the five countries in the world most vulnerable to the impacts of climate change. Climate change is thus a significant driver of environmental change in South Sudan. As far As SSLRP is concerned, Climate Change will affect the agricultural production and infrastructure development in the beneficiary counties through delayed onset of rain, prolonged dry spell and also flood. The climate classification is therefore **moderate** and basic climate risk analysis is prepared. Furthermore, climate resilience interventions are mainstreamed in the PDR. Furthermore, during CDD and preparation of CDP, adaptation options that have been identified in the climate risk and vulnerability analysis reports will be considered taking into consideration the impact of climate change at the community/county level. Although GHG counting is difficult for this project, the soil and water conservation as well as afforestation activities will enhance carbon sequestration.

VI. Recommendations for project design and implementation

90. **Nutrition:** SSLRP has identified the following pathways to reach the desired nutrition outcomes. These will require a comprehensive situation analysis on nutrition context including nutrient gaps of the targeted beneficiaries. SSLRP aims to improve household food security and community nutrition practices to adopt nutritious foods intake through the following nutrition pathways: (i) Integrated Homestead Food Production for diet diversification and income generation; encouraging and supporting households to adopt kitchen gardens for production of nutrient-rich and nutritious foods, such as fruits and vegetables; and increase consumption of animal-sourced foods, including fish and dairy products. Promotion of livelihood diversification at household level by promoting or introducing fast maturing indigenous crops. This will be done through the VSLAs women group who will also be provided training on improved farming methods to enhance crop yield to ensure household resilience. (ii) Reduce post-harvest losses. SSLRP will explore suitable technologies and innovations for food preservation to increase shelf life for nutrition. This will include training farmers to equip them with knowledge on safe home storage, home processing, food preservation to increase shelf-life. The cost of food increases drastically during lean season, causing these low-income households to spend over half of their income on food. This leads them to prioritise their food security spending on less nutritious staple crops (iii) Increased food production for own consumption and local markets. This will include promotion of household consumption of safe and nutritious and dissemination of agricultural practices/ technologies for increased production and

productivity of nutritious food both for own consumption and sale of surplus; and promotion of agricultural practices to increase year round availability of food for the households and in local markets. This will be coupled with social marketing campaigns to increase community awareness and create demand for the food surplus in the markets. (iv) Targeted nutrition education for household members and communities will be integrated through the programme interventions. Nutrition education for extension workers and integration of nutrition modules will be integrated within extension workers' modules. Health and Water, Sanitation and Hygiene (WASH) campaigns (where there will be Rehabilitation and maintenance of water sources). Social Behaviour Communication (SBCCC) campaigns will seek to demystify socio cultural practices and myths associated with foods and encourage adoption of nutritious foods amongst key populations such as pregnant and lactating mothers, children under 5 years and adolescents.

91. **Women Empowerment:** Women empowerment and attitude towards women: program will promote women as individuals capable of being productive in ways that have the potential to mitigate effects of shocks and stress and enhance food and livelihood security through: (i) Economic empowerment for enhanced access to and control of productive resources, finance and services. (ii) Access to information, knowledge and extension services will be promoted through business skills training, and access to extension services. (iii) Balanced workloads due to increased resilient crop yields through use of labour and time-saving technologies to encourage shifts towards equitable sharing of workload burden within the households. (iv) Support to women's voice in decision-making power at household and community level will be implemented through leadership trainings and mentorship of women in groups and enforcing 50 percent representation of women in committees. (v) Other gender related interventions such as awareness raising on issues related to prevention of early marriage and GBV, importance of adolescent girls' education, will be integrated through the GALS methodology.

92. **Youth Empowerment:** Youth face financial, educational, gender-based, and social barriers, which effectively limit the opportunities available. The project will be designed to address these barriers by integrating business, literacy, and life skills training and creating links to specific value chain opportunities for youth (both women and men) who do not have formal education, in combination with more market-focused activities. A strong focus on creation of employment opportunities for the youth will advanced through the following activities: (i) capacity building, apprenticeship, entrepreneurship training, business skills and formal courses in animal husbandry (ii) access to capital through grants, (iii) voice through representation on decision-making in entrepreneurship groups. Youth will therefore be engaged in a wide variety of off-farm activities at production level and at other points in the value chains (iv) Inclusive community planning and Conflict management through entrepreneurship groups by integrating the training of communities in conflict mediation and dialogue, through providing peace building training to youths and facilitating communal peace dialogue. SSLRP will promote greater youth affirmative action to ensure participation of youth in public life dialogue.

93. **Community Managed Disaster Risk Reduction:** Mobilisation of community to collectively address disasters caused by natural hazards especially climate change, which has a multiplier effect on natural resources, water, and land (common source of conflict). The interventions will include: (i) Support establishment of local community groups to address issues of conflict, drought, gender issues and peace building (ii) Build capacity of these community groups to identify risks and hazards early enough and to disseminate information to communities. (iii) Optimize community preparedness for early action e.g. weather predictability through identification of traditional/ community early warning indicators and linking them with modern early warning information system. Additionally, weather/climate data/information is lacking in South Sudan and institutions are not well equipped with the appropriate infrastructure and expertise. Therefore, weather information dissemination to end users should be considered as a priority for adaptation of Disaster Risk Reduction

94. **Partnerships** will play a key role in enabling resilience building given the communities face varied challenges that require a mix of interventions (humanitarian and development) and how they are implemented. Thus, the project will use multi-sector coordination mechanisms geared towards building sustainable systems.

95. **Integrate peace building approach:** SSLRP will adopt a conflict sensitive programming as a cross cutting approach and integration across all levels of the interventions by implementing context specific actions. This entails a detailed analysis of the drivers of conflict in the project area and identification of mitigation actions to be mainstreamed in the project. This will also ensure that the project interventions minimize negative impacts and maximize positive impacts on peace building. For example, at the community level, the following entry points will be used to promote horizontal social cohesion:

- Through the CDD create mechanisms for joint planning and management of the delivery of social services and resources
- Strengthening or establishing inter-group mechanisms for conflict resolution and decision-making (traditional, legal, mediation, etc.)
- Supporting community mechanisms for protection of children and young people

96. **Child labour:** Promote use of strategies that prevent unfavourable conditions in labour market instead of relying on child labour this could be adoption of modern and labour-saving agricultural technologies. Enhanced productivity in agriculture can release the pressure on child labour. Additionally SSLRP will actively strive to reduce risks of child labour through: (i) Increase awareness on legislation by training to project staff to ensure compliance with regulations (ii) sensitization on the importance of addressing child labour issues within the community, (iii) To increase the school enrolment rate of children by sensitizing community leaders, elders, parents, and especially the girls on the merits of education. (iv) Child labour related risks adequately reflected in all safeguards instruments, contracts with suppliers and other third parties to be funded with IFAD funds.

97. **COVID-19:** The program will conduct an assessment of the impact of COVID in the target area and use the findings to prepare a COVID-19 response plan that is grounded in knowledge of gender dynamics, gender relations, sex and age disaggregated data that takes into account the differing experiences of all vulnerable groups (IDP's women and children, women and children in refugee camps), the gendered roles, needs, responsibilities and dynamics.

98. **Conflicts:** SSLRP will consider a livelihood systems approach to ensure that project activities do not become potential source of conflicts given the spill over nature of development projects (compared to humanitarian). To do this effectively, the program will develop a probability matrix of how program interventions could become conflict drivers and how to mitigate that. A risk- and conflict-sensitive analysis will be done to develop an approach that will inform the selection of communities, households, and activities especially for interventions involving infrastructure, land and water.

99. **Climate Information:** Climate information has been the prioritized adaptation option for SSLRP. Climate information is comprising of Weather infrastructures such as weather station and dissemination of an up to date weather information to end users. For SSLRP, taking the budget availed for the project into consideration, weather infrastructures cannot be considered. However, partnership/collaboration with other developmental partners, engaged in South Sudan in general and the target counties in particular, is important to make sure that the target beneficiaries receive up to date and credible weather information.

100. **Irrigation:** There is huge potential for irrigation but this practice is insignificant. Therefore, taking the surface and ground water resources in the selected states, construction of small to medium scale irrigation schemes can be considered to benefit smallholder farmers. Therefore, the community and other stakeholders should be aware of these things during CDD and also preparation of CDPs.

101. **Promotion of clean energy:** More than 90% of the South Sudanese depend on forest for fuelwood and charcoal production (FAO, 2016). Therefore, it is highly recommended that provision of clean and renewable energy source as well as energy saving technologies is crucial in maintaining the forest cover and the goods and services it provide. The community should be aware of the renewable energy technologies during CDD and CDP preparation.

102. Outcomes of the climate risk analysis and also IFAD's climate adaptation framework should be made available during CDD and preparation of CDP. Identification and implementation of sub-projects (after the CDD and CDP) should adhere to SECAP requirements such as preparation of ESMP, RAP, Indigenous people plan, FPIC etc.

VII. Further studies needed (including timeline and costs)

1. Youth assessment specific to the counties to identify vulnerabilities, capacity gaps and potential avenues for engaging them in agribusiness.
2. Gender audit (including gender sensitive value chain analysis) to identify factors that hamper and those that could support the engagement of women in profitable agribusiness.
3. More information is needed for a complete picture of children employment and identify the types of work that pose the greatest threat to children's health and safety.
4. Feasibility Studies for Infrastructure assessment especially for markets and access roads
5. Livelihood patterns (Migrations etc) especially for livestock communities in Eastern Equatoria
6. As per SECAP's procedure and depending on scale and type of activities, project/site specific ESIA, ESMP and other studies may be required. Although the climate classification is moderate, basic climate risk analysis is prepared. These studies will be undertaken during implementation and thus will be included in the project costs.

VIII. Monitoring and evaluation (what and who monitors and at what cost?)

103. Day to day monitoring of implementation progress will be the responsibility of the project team, based on the project's Annual Work Plan and its indicators. During the first months of the project, the project team will complete and fine-tune baseline data for each indicator and will define and fine-tune performance. Specific targets for the first year of implementation, progress indicators and their means of verification will be developed at the Start up Workshop. IFAD supervision and Implementation Support missions shall rate RLDP's effectiveness and provide recommendations to enhance the programme's performance

104. The M&E system will give strong emphasis to monitoring of targeting performance. All implementing Agencies (IA) will be required to provide disaggregated data on women and youth participation, in relation to overall project targets, including further disaggregation by IDPs/Returnees/Host community. The M&E system will collect and analyse information about project outreach, effectiveness of the targeting strategy and specific benefits for women and youth. This requires strong coordination and collaboration between the M&E responsible person and the Gender and Social Development experts/Focal Points at all levels. Impact will be assessed on the basis of methodologically gender sensitive baseline, mid-term and completion surveys which will use key indicators to measure women's empowerment

105. **Gender indicators:** Outreach disaggregated by gender. Proposed Indicators shall consider: (i) number of women members in groups, (ii) number of women in leadership positions (iii) number of women accessing grants and livelihood packages. Disaggregation by IDPs/Returnees/host community.

106. **Nutrition indicators:**

- **Outcome level indicator:** No. of HH reporting improved food security as measured by the Food Insecurity Experience Scale (FIES)¹¹

¹¹ FIES consists of eight questions regarding people's access to adequate food: 1) You were worried you would not have enough food to eat? ; 2) You were unable to eat healthy and nutritious food?; 3) You ate only a few kinds of foods?; 4) You had to skip a meal?; 5) You ate less than you thought you should?; 6) Your household ran out of food?; 7) You were hungry but did not eat?; 8) You went without eating for a whole day?

- **Outcome level indicator:** Percentage of women reporting improved quality of their diets¹²
- **Output level indicator:** Number of persons/households provided with targeted support to improve their nutrition¹³

107. **Youth Indicators:** Outreach disaggregated by age. Proposed indicators shall consider: (i) Youth members of groups and (ii) number of youth accessing grants and livelihood packages. Disaggregation by IDPs/ Returnee/ host community.

108. **Environment and Climate:** The M and E will be done in two ways: (1) with the project M and E system in which specific indicators are included for measurement and follow-up and (2) based on the indicators and activities indicated in the ESMP. In either case general indicator are 100% execution of ESIA/ESMP

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¹² IFAD Core Indicator

¹³ IFAD Core Indicator

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Investing in rural people

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Annex 6: First Annual Work Plan and Budget (AWPB)

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department



Investing in rural people

The Republic of South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)

Annual Work Plan and Budget

**South Sudan: Livelihoods and Resilience Project (SSLRP)
Consolidated Annual Work Plan and Budget 2021**

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**South Sudan: Livelihoods and Resilience Project (SSLRP)
Consolidated Annual Work Plan and Budget 2021**

Currency Equivalents

Currency Unit	=	South Sudanese Pounds (ERN)
USD 1.0	=	ERN 170.00

Weights and Measures

1 kilogram	=	1000 g
1 kg	=	2.204 lb.
1 kilometre (km)	=	0.62 mile
1 metre	=	1.09 yards
1 square metre	=	10.76 square feet
1 acre	=	0.405 hectare
1 hectare	=	2.47 acres
1 Feddan	=	1 acre

Fiscal Year

1 January-31 December

South Sudan: Livelihoods and Resilience Project (SSLRP)
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Abbreviations and ACRONYMS

AfDB	African Development Bank
ALDP	Agriculture and Livelihood Development Project
AWPB	Annual Work Plan and Budget
BDC	Boma Development Committee
CAMP	Comprehensive Agricultural Master Plan
CBOs	Community Based Organisations
CDC	County Development Committees
CDD	Community Driven Development
CDP	Community Development Plans
CF	Community Facilitators
COSOP	Country Strategic Opportunities Programme
CSN	Country Strategy Note
DSF	Debt Sustainability Framework
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
GDP	Gross Domestic Product
GIS	Geographic Information System
GiZ	German Development Agency
GOSS	Government of the Republic of South Sudan
HDI	Human Development Index
IA	Implementing Agency
IFAD	International Fund for Agricultural Development
ILO	International Labour Organisation
IPM	Integrated Pest Management
IWRM	Integrated Water Resources Management
KM	Knowledge Management
M&E	Monitoring and Evaluation
MAFS	Ministry of Agriculture and Food Security
MTR	Mid Term Review
NAC	National Advisory Committee
NGO	Non-Governmental Organisation
NTC	National Technical Committee
PCR	Project Completion Report
PDO	Project Development Objective
PDR	Project Design Report
PDT	Project Delivery Team
PIM	Project Implementation Manual
PMT	Project Management Team
PP	Procurement Plan
PSD	Private Sector Development
RBA _s	Result Based Allocations
SECAP	Social, Environmental and Climate Assessment Procedures
SME	Small and Medium Enterprises
SSLRP	South Sudan Livelihood and Resilience Project
SSP	South Sudanese Pounds
SSPD _T	South Sudan Project Delivery Team
TA	Technical Assistance
ToC	Theory of Change
ToF	Table of Figures
Tot	Training of Trainers

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VC	Value Chain
WB	World Bank
WFP	World Food Programme
WHO	World Health Organisation

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Map of the Project Area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 01-07-2020

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Executive Summary

Plan Objective – The objective of this inaugural Annual Work Plan and Budget (AWPB) is, essentially, to set the stage for the effective implementation of the South Sudan Livelihoods and Resilience Project (SSLRP). This plan primarily focuses on establishing processes and procedures that guide the effective and successful implementation of the project following established guidelines.

Strategic Approach and Focus – As far as a strategic approach is concerned, SSLRP will build on similar or related in-country experience, such as the completed South Sudan Livelihood Development Project (SSLDP) whose objective was to raise smallholder agricultural production and productivity in the same targeted communities. SSLRP implementation will also make use of lessons of experience generated by several projects funded by other donors such as the World Bank, the African Development Bank (AfDB), the Germany International Development Agency (GiZ) and the Dutch Government. Such projects include: a) South Sudan Skills and SafetyNet Project (SSSNP) - WB; b) South Sudan Agrobusiness Development Project (SSADP) – Dutch; c) Agriculture and Livelihoods Development (ALDP) – WB; d) Agricultural Markets and Trade Improvement Project (AMTIP) – AfDB; e) Food and Nutrition Assistance for Relief and Recovery (FNARR) – WFP; and f) Food Security and Agricultural Development (FSAD)- KfW GiZ. These interventions focused on the mix of re-establishment of livelihoods for crisis-affected rural households and on more structured development interventions in Markets, agricultural, livestock and fisheries development, and natural resources management. SSLRP implementation is to be guided by the experiences emanating from all these interventions.

This being the first year of SSLRP implementation, the approach to be employed during the course of 2021 will largely focus on establishing firm, but simple, processes and procedures to serve as a solid basis for Project implementation in the subsequent years. Essentially, the approach will include the following:

- a) Ensuring the PCU core staff are mobilised and adequately facilitated (in terms of skills and equipment) to work with the Implementing Agency (IA) for effective implementation of SSLRP;
- b) Ensuring that the staff of the implementing Agency at the different levels are mobilised and adequately facilitated (in terms of skills and equipment) to provide effective guidance to SSLRP implementation in the five counties. This will be done through skills development/enhancement (where required) and the provision of the relevant equipment/tools/software;
- c) Liaising with ongoing Projects (funded by either GoSS or other GoSS development partners) to exploit any existent synergies as a way of avoiding duplication and, therefore, ensuring effective resource use;
- d) Establishing effective collaboration between and among the different implementing institutions to ensure that the different activities are appropriately sequenced. This collaboration will also serve as a learning mechanism whereby some institutions will learn from others so as to pass on relevant experience and ensuring that past mistakes are avoided;
- e) Developing and effectively communicate to all stakeholders reasonable schedule to ensure that they all know what to do, when to do it, and respecting all the implicit approval processes.

Summary Description of the 2021 Plan – The plan contained herein is summarised hereunder by components and subcomponents.

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Component 1: Community Driven Development Planning – The activities are designed to facilitate communities to understand their environment, natural resources, and food security and nutrition needs; identify the constraints to sustainably improving production and increasing their market linkages; develop and implement costed CDPs to address these challenges.

Subcomponent 1.1: Build Strong and Inclusive Community Based Organizations – CBOs are the promoters and managers of socio-economic change and are expected to plan, finance, implement and operate subprojects. They represent the building blocks of rural communities' social capital and they help develop community members' potential for social and economic development. The objective of this subcomponent is, therefore, to support the development of strong CBOs that are representative of the different population segments (women, youth, vulnerable households) in the community and that are capacitated to develop CDPs. The following activities are planned for SSLRP's first year to gradually contribute to the subcomponent's objective:

- CBOs developed from 15 Payams
 - Two days leadership orientation for participating Payams and Bomas per County;
 - Rooms hire and associated facilities for 2 days per County;
 - Costs of the facilitation process;
- Gender Mainstreaming
 - Beneficiary assessment, mobilisation and consultation;
 - Staff Training on Gender Empowerment and Social Inclusion;
 - Mapping and capacity assessment of existing VSLAs;
 - Facilitated support to VSLAs (Financial literacy);
 - Gender sensitisation across CBOs including VSLAs;
 - Expert of GALS methodology;
 - Operationalise GALS in groups and households;
 - IEC Materials for Gender sensitisation;
 - Exchange visits
- Nutrition Mainstreaming
 - Nutrition gaps assessment (value chain/ Market profiles);
 - Demonstration Household Food Production;
 - Conduct Nutrition education sessions;
 - Social marketing for promotion of nutritious foods;
 - IEC Materials for Nutrition messaging;
 - Reinforce capacity of community extension;
 - Cooking demonstrations and recipe development;
 - Promotion of food storage and processing.
- AMVAT/AfDB Parallel financing activities.

Subcomponent 1.2: Development of Community Driven Development Plans (CDPs)

– Communities will be facilitated to development CDPs. Ideally, these will be packages of activities identified that can respond to the collective needs of the beneficiaries. In terms of activities, an estimated number of CDPs per County is made as follows:

- Kajo-Keji – 13;
- Terekeka – 5;
- Magwi – 9;
- Torir – 4; and
- Bor – 3.
- AMVAT/AfDB Parallel Financing activities.

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Component 2: Agriculture Production and Livelihood Support - The objective of the component is to serve as a financing arm for the vetted subprojects emanating from the CDPs developed under Component 1. The objective of this component will be achieved through the effective implementation of three subcomponents. Following hereunder are the activities planned for 2021 under each of the subcomponents.

Subcomponent 2.1: Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods - Investments under this subcomponent will focus on enhancing smallholder agricultural production and productivity and promotion of off-farm livelihoods that would improve households' food security, incomes, and livelihood assets. This being a CCD project, no specific activity can be identified *a priori*. However, it is assumed that a total of 34 subprojects will be supported during the first year as follows:

- Kajo-Keji – 13;
- Terekeka – 5;
- Magwi – 9;
- Torir – 4; and
- Bor – 3.

Subcomponent 2.2 - Community Infrastructure to Support Production and Marketing – Planned activities under this subcomponent will be infrastructure subprojects selected from the CDPs. Given the importance of watershed management, the community facilitation process will ensure that investments in watershed improvement are given first priority. As such, following below is the expected initial investment in infrastructure:

- Infrastructure for Soil & Water Conservation (Terraces, Contour bunds, gabions, etc.)¹
 - Kajo-Keji – 27;
 - Terekeka – 12;
 - Magwi – 29;
 - Torir – 17; and
 - Bor – 15.
- AMVAT/AfDB Parallel Financing.

Component 3: Project Support and Capacity Building – This will be a cross-cutting component servicing the technical component and facilitating the pathways for the effective implementation of the CDD approach. The component comprises two subcomponents:

Subcomponent 3.1: Third Party Implementation Arrangements – A third party IA will be selected by the Government through a competitive recruitment process. Planned activities for 2021 include:

- Information dissemination through audio-visual methods;
- Production and dissemination of various extension messages;
- Annual stakeholder workshops;
- Publication and dissemination of workshop proceedings (magazines);
- Annual progress surveys;
- Baseline survey; and
- Third Party fees and costs.

Subcomponent 3.2: Institutional Capacity Building and Policy Support – The objective of this subcomponent is to strengthen capacities of government staff and other non-state actors, at the national, State and County levels, to facilitate participatory planning

¹Includes climate/environment screening activities and the associated costs.

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and development processes. The focus of the subcomponent will be on supporting the establishment of a Project Coordination Unit (PCU) at MAFS and addressing other capacity gaps as would have been identified by a Capacities and Systems Needs Assessment. Planned activities for 2021 include:

- Establishment of Project Coordination Unit;
 - Desktop Computers²;
 - Printers³;
 - Accounting software⁴;
 - Office furniture⁵.
- Double Cabin Vehicle;
- Supporting some oversight roles of MAFS
 - NTC/NAC meetings;
 - Joint stakeholders' meetings;
 - Implementation support where needed;
- Building of other institutional capacity at state and local government level;
- Development of the National Cooperatives Policy Frameworks
 - Professional fees of Lead Consultant;
 - Assistant consultant;
 - Desk research, internet, airtime;
- Conducting a cooperatives development stakeholders validation meetings
 - Venue;
 - Meals and Refreshment;
 - Transport refund for DGs from States;
 - Production of draft documents;
 - Full Board costs for DGs;
 - Organization costs
- Conduct 1st technical review meeting
 - Venue;
 - Meals and refreshments;
 - Transport refund;
 - Production of draft documents;
 - Organization costs
- Conduct 2nd technical review meeting
 - Venue;
 - Meals and refreshments;
 - Transport refund;
 - Production of draft documents;
 - Organization costs
- Production of national cooperative development strategic framework document copies
 - Computer design of the document;
 - Production of document;
 - Packaging;
 - Transportation and distribution
- Administration, oversight, supervision, monitoring and evaluation
- ESMF Implementation
 - Site-specific ESAs, ESMPs and environmental license fees;
 - Mitigation measures;
 - Monitoring and evaluation purposes (R&D, M&E, Field visits);

²Desktop with software and antivirus.

³2 for the PCU and 1 each for the 8 Focal Persons.

⁴Should include the software itself, annual license and technical assistance.

⁵1 set for each Officer. Set consists of a desk, chair, lamp and a file cabinet.

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- Environmental and social training
- AMVAT/AfDB Parallel Financing for Project Coordination and Management

Summary Budget and Financing – Presented in this section is the summary cost information giving an overall picture of financial resources required for the 2021 SSLRP's work-plan and budget and the respective sources of financing. The total budget for SSLRP's 2021 AWPB is about USD 6.4 million. A total of about USD 1.5 million (or 23% of the budget) is allocated to Component 1: Community Driven Development Planning; USD 979,000 (or 15% of the budget) is allocated to Component 2: Agriculture Production and Rural livelihood Support; and about USD 4 million (or 62% of the budget) is allocated to Component 3: Project Support and Capacity Building. About 43.7% of the budget will be financed by IFAD (8.7% from the IFAD loan and 35% from the IFAD grant); 48% will be from AfDB's parallel financing, 8% from GoSS and the remainder will be financed by the beneficiaries (0.5%).

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I. INTRODUCTION

1.1. Country Background and the Project Area

1. *Political and Economic Context* – the Republic of South Sudan is a landlocked resource-rich country in Eastern Africa. South Sudan is the continents' youngest nation and was created in July 2011 when it seceded from Sudan. It is the third most fragile state in the world after Yemen and Somalia⁶. Its fragility is characterized by conflict, displacement of people and resulting food insecurity. The prolonged civil war was driven by historical, political, social and economic marginalization, resulting in tensions due to ethnic divisions, corruption and power struggles. With the formation of the new government in February 2020, South Sudan has entered an important transition phase, from conflict towards peace and the initiation of economic recovery.

2. However, conflict remains one of the social challenges in South Sudan. The country has experienced armed conflicts, at different times, since 2013. This has caused death and immigration and migration of South Sudanese as well as economic and social destructions. But, regarding project-induced conflicts, efforts will be made to work towards conflict avoidance through the provision of quality service and public participation. Close collaboration with the different partners operating in South Sudan will be critical in anticipating, monitoring and mitigating conflicts. In addition, a Grievance Redress Mechanism (GRM) has been prepared. Project target group engagement strategy, inclusive of the GRM, will ensure the participation of communities in planning, implementation as well as Monitoring and Evaluation (see Section M of this report).

3. The country's population is 12.3 million (50 percent male, 50 percent female) with 85 percent living in rural areas. In 2016, 83 percent of the population were living below the poverty line⁷. As of 2018, the country ranked 186 out of 189 countries in the Human Development Index (HDI), had a life expectancy of 57 years, average of 4.8 years of schooling and a Gross National Income (GNI) per capita of USD 963. With less than 13 people per square kilometre, the population density is one of the lowest in Africa.

4. *Economy* –South Sudan ranks 185 out of 190 economies, due to insecurity, poor road infrastructure, lack of crop storage, and lack of agricultural market infrastructure. Value addition is constrained by lack of raw materials, lack of power, lack of skilled workers, and lack of finance. Transparency International ranked the country 179 out of 180 in its corruption perception index⁸. The economy has had negative GDP growth for five of the past seven years⁹ due to conflict and economic shocks around oil prices and monetizing the debt. While inflation has reduced, food prices remain high; the cost of the minimum expenditure basket increased by 489 percent between May 2016 and May 2018¹⁰. Despite its natural resource endowment, Foreign Direct Investment (FDI) has been volatile in the face of insecurity and was, in fact, negative in 2016 and 2017¹¹.

⁶Fund for Peace: Fragile States Index 2019: <https://fragilestatesindex.org/country-data/>

⁷ World Bank Data 2018: <https://data.worldbank.org/country/south-sudan>

⁸Transparency International: Corruption Perceptions Index 2019: <https://www.transparency.org/cpi2019>

⁹GDP growth rate for S. Sudan has been as follows: -46.1 percent (2012); 13.3 percent (2013); 3.4 percent (2014); -10.8 percent (2015); -6.3 percent (2016); -6.9 percent (2017); -3.5 percent (2018); and 3.2 percent (2019) - Sources: Word Bank

<http://documents1.worldbank.org/curated/en/928961533737855697/pdf/129303-WP-PUBLIC-SouthSudanEconomicUpdateJuly.pdf>; <https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=SS>; <https://www.worldbank.org/en/country/southsudan/overview>

¹⁰World Bank June 2018: Linking the Agriculture and Food Sector to the Job Creation Agenda

¹¹African Development Bank, 2018: African Economic Outlook: South Sudan.

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5. South Sudan's economy has rebounded during 2018-19, with a growth rate of 3.2 percent after contracting for four consecutive years since 2014/15¹². The recovery is attributed to: a) improvement in the oil and mining sectors and b) economic dividends from the peace agreement, leading to a recovery in non-oil sectors. The country's general inflation rate fell to 24.5 percent in 2019 from 83.5 percent in 2018. The central bank commitment to reduce monetization of the fiscal deficit will continue, with resulting inflation predicted to decline further to 16.9 percent in 2020 and 9.7 percent in 2021¹³.

6. *Project Target Area* – SSLRP will be implemented in three States and five counties: Eastern Equatoria (Magwi and Torit); Central Equatoria (KajoKeji and Terekeka) and Jonglei (Bor). These target areas were jointly selected by GoSS and IFAD based on: a) food production corridors (Greater Equatoria accounts for 40 percent of the country's cereal production, while Jonglei has the highest livestock numbers and high levels of fishing); b) States hosting high numbers of returnees (the three States account for the highest concentration of returnees); c) potential to build on previous IFAD investments in Eastern and Central Equatoria and other development partners and d) stability and low risk of future conflict.

1.2. Agriculture, Basic Problems and Opportunities

7. Agriculture is the main engine of growth and economic development in rural areas, accounting for 90 percent of rural livelihoods in South Sudan. However, the country's high potential of agricultural production has not been fully utilized to feed its own people.

8. *Crops* – the country is resource rich, with fertile soils and abundant water supplies from the Blue and White Nile rivers. It has a land area of 648,000 km², with 62m ha of land in the Nile river basin, of which 75 percent is suitable for agriculture and 50 percent is highly suitable for crop cultivation. Currently, the country's agriculture is dominated by low-productivity subsistence farmers, cultivating on average, one ha. Many smallholder farmers own land but are unable to invest in farming. In addition to conflict and insecurity, crop production is constrained by: a) pest/crop diseases; b) limited use of quality inputs; c) limited availability of trained extension service providers; d) limited agricultural research; e) limited irrigation; f) inadequate knowledge about improved inputs; g) inadequate marketing and transport infrastructure and services; h) inadequate rural financing due to poorly organized rural financial institutions; i) poor post-harvest and value addition infrastructure and storage; and j) shortage of labour and mechanization.

9. *Livestock* – the livestock sector contributes 13.6 percent to the economy¹⁴. Livestock (cattle, goats, sheep and poultry) represents a significant proportion of agricultural activity in the country. There are an estimated 12 million cattle, 14 million goats and 13 million sheep in the country. Livestock production, especially cattle, is undertaken in the arid and semi-arid zones of the country. Livestock systems are either nomadic pastoralism or agro-pastoralism. For most household's financial capital is held in the form of livestock and traditional social support systems are based on livestock transactions. Livestock are sold for cash, slaughtered for cultural practices, bartered for grain, used as payment for penalties, and given for dowry.

10. *Fisheries* – The fisheries sector provides an important source of food security and livelihoods and employment for women and youth. The country has a vast wetland area covering 112,880 ha, with an additional 2.6 million ha during seasonal flooding. The wetland area between Bor and Malakal, known as the Sudd, hosts over 100 species of fish. Formed by the White Nile, the Sudd swamps covers 15 percent of the total area of South Sudan.

¹²South Sudan Economic Update: Poverty and Vulnerability in a Fragile Environment (English). Washington, D.C.: World Bank Group; February 2020.

¹³<https://www.afdb.org/en/countries/east-africa/south-sudan/south-sudan-economic-outlook>

¹⁴IGAD Policy Briefs 2016: IGAD Center for Pastoral Areas and Livestock Development (ICPALD)

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The current potential for fish harvest in the swamps is estimated at 90,000 tonnes per year, and possibly up to 140,000 tonnes per year. The estimated potential annual catch for the whole country is about 220,000 tonnes. However, current reported annual fish landings is estimated at between 90,000 and 100,000 tonnes; less than 50 percent of the potential. Challenges facing the subsector include lack of supporting infrastructure, inadequate and inappropriate fishing equipment and difficulty of transportation between production and consumption areas.

1.3. Key Stakeholders and Involvement of Smallholders

11. Government institutions (national, State, County, Payam and Boma) have an inherent interest in the successful implementation of SSLRP. The Ministry of Agriculture and Food Security (MAFS) will be responsible for overseeing the overall implementation of the Project; the Third-Party Implementing Agency will be reporting to MAFS. MAFS will also liaise and work with other Ministries and partners whose mandates have a direct bearing on the achievement of SSLRP's goal and development objective. At the State and County levels, Focal Persons will be appointed to serve as a link between the SSLRP and the respective development committees (State Development Committees and County Development Committees). They will ensure that SSLRP's Annual Work Plan and Budgets are relevant to the respective State and County development agendas. Of particular importance are the smallholders' Community Based Organisations (CBOs).

12. The smallholders and their organisations are the central focus of SSLRP; they will be involved variously during the course of project implementation. Their involvement, not only as beneficiaries but also as active participants, will ensure ownership of the project and sustainability of the different interventions. Community-Driven Development (CDD) will be the implementation approach to be used by SSLRP. That, *de facto*, makes CBOs key players in identifying the smallholders' problems, prioritizing them, development of Community Development Plans (CDPs) and oversee the process of implementing subprojects that will emanate from the CDPs. The design process established that many of these institutions have various capacity limitations. Weak institutions coupled with poor public investments in the rural communities have undermined rural development. Accordingly, the respective institutions' capacities will be augmented through capacity strengthening interventions.

1.4. Focus of the Project

13. Despite the formation of the Government of National Unity, South Sudan's context remains fragile with localised inter-community conflict driven by competition for natural resources, adverse weather conditions and flooding, as well as the risk of a perpetuated humanitarian crisis if the returnees and the general population are not integrated into the economy. The main risk is the resumption of national scale instability, if the peace deal fails. It is therefore critical that efforts towards re-integration of the rural population into viable livelihood opportunities are given priority, as an important strategy towards the sustenance of the peace agreement. There is strong evidence on the role of sustainable human development in discouraging people (including young people) from engaging in acts of violence.

14. Thus, SSLRP's focus will be on re-establishing livelihoods for rural communities, putting particular emphasis on returnee households, young people and women. It will strengthen the resilience of rural communities to emergency and crises, rebuild local agricultural production and stabilize incomes through micro-enterprises and short-term employment. SSLRP will complement the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS), which commits to restore economic foundations by generating employment and improving livelihoods.

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II. SUMMARY OF PROJECT DESCRIPTION

2.1 Goal, Objective and Strategic Approach

15. The SSLRP goal is to 'contribute to improved and resilient livelihoods among the targeted rural communities'. The Project Development Objective is to 'empower communities to participate in decision-making processes that will recover agriculture livelihoods, build household resilience and promote stability'.

16. SSLRP's development objective will be achieved through the effective implementation of two technical components: a) Community Driven Development Planning; and b) Agriculture Production and Rural Livelihood Support. The third component, Project Support and Capacity Building, will seek to ensure that SSLRP is effectively implemented, including the provision of capacity building to selected GoSS institutions at the central and local levels. Capacity building activities will not only contribute to effective project implementation but will also increase the likelihood of sustaining successful project interventions. Lastly, the fourth component, Disaster Risk Reduction and Management, will provide a timely response to adverse conditions (e.g. weather extremities, pest attack, localised conflict, COVID-19 pandemic, etc.).

17. *Approach* – SSRLP will use a CDD approach linked to the elaboration and implementation of inclusive CDPs that identify priority production and infrastructure investments needed to address climate change adaptation, and provide viable and sustainable livelihoods for the target rural communities. This is an integrated rural development approach in which smallholders' sources of livelihood, such as agriculture, are supported by other related services, such as water for production, etc. The engagement/participation of the beneficiaries in the process enables the growth of social capital between communities; it also strengthens vertical engagements with Local Governments. Sustainability will also be ensured through the project's implementation approach since the process will be managed by the beneficiary communities themselves.

2.2 Target Group

18. The primary target group of SSLRP is poor, food insecure agro-pastoral households engaged in various agricultural activities (fishing, cropping, and livestock). Within these groups, there will be special emphasis on the inclusion of youth (70 percent), women (60 percent) and vulnerable groups, such as returnees, women headed households and persons with disabilities who will receive specific attention to facilitate their social integration in agricultural production and economic activities.

2.3 Component Summary Description

19. SSLRP's development objective will be achieved through the effective implementation of the following components:

20. **Component 1: Community Driven Development Planning** – the objectives are to: a) build strong and inclusive Community Based Organizations (CBOs) that will serve as promoters and managers of socio-economic change; b) work with CBOs to develop climate and gender responsive Community Development Plans (CDPs), that respond to the priorities identified by communities, women and the youth; and c) identify strategic infrastructure investments that will complement and enhance the effectiveness of the CDPs.

21. **Subcomponent 1.1: Build Strong and Inclusive Community Based Organizations** - For SSLRP, CBOs represent an inclusive entity of people with similar or common interests. It will take two weeks or more to identify CBOs with common purposes after guided facilitation. In whatever form, CBOs are the building blocks of rural

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communities' social capital, used as conduits for developing the individual members in the group. This subcomponent will target both existing and help to establish new CBOs. New CBOs could include new households returning from displacement or refugee camps, or new interest groups formed based on identified interests aligned to the Project's activities.

22. Subcomponent 1.2: Development of Community Driven Development Plans (CDPs) – Communities, through their CBOs supported under Subcomponent 1.1, will be facilitated to development CDPs. Ideally, these will be packages of activities identified that can respond to the collective needs of the beneficiaries. CDP preparation could take up to six months and will require dedicated inputs of technical experts or subject matter specialists, including livelihood and nutrition experts, social inclusive and climate change experts, conflict sensitivities, etc. These processes will be inclusive and interactive, responding to local context, including the demands of households.

23. Component 2: Agriculture Production and Rural livelihood Support – This component will finance approved CDPs developed under Component 1. It is expected the types of activities to be financed will be: a) labour intensive civil works; b) agriculture production and increased productivity of individual households; and c) agricultural productive assets. It should be pointed out that a set of community-level strategic infrastructure will be funded; these will be selected based on their contribution to increasing production (both crops and livestock), reducing postharvest losses; enabling processing of produce and improving access to inputs and markets. They will be communal assets considered to add considerable value to the respective communities' wellbeing. Funding for the strategic infrastructure will be deducted from the total allocated to Component 2; the remainder of the funds will be used to fund the CDD-generated subprojects as contained in the CDPs.

24. Subcomponent 2.1: Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods - Outputs: a) Labour-Intensive Public Works (LIPWs) CDPs – specifically targeting the youth and women. It will also target returnees that are settled down in their homesteads and seeking to pick up on the development activities; and b) improved household food and nutrition security by supporting household incomes through diverse on-farm and off-farm livelihoods.

25. Subcomponent 2.2 - Community Infrastructure to Support Production and Marketing - The rural communities in the target areas lack access to infrastructure, assets and services that could enable them to increase their capacity to produce. Thus they are producing insufficient quantities for their food security and hardly any surplus for markets. Even when they are able to produce a surplus, because they lack postharvest infrastructure, they lose a substantial proportion of their produce. To compound their situation further, because of the poor road infrastructure, they have challenges taking to the market any surplus that they generate. This subcomponent, therefore, provides for investments that will redress this situation by: a) improving agricultural production; b) climate resilience; c) postharvest storage and processing; and d) access to inputs and markets.

26. Component 3: Project Support and Capacity Building – The objective of the component is twofold: a) to manage SSLRP in an efficient and effective manner by providing overall coordination, including planning and implementation, financial management and control, procurement support, Monitoring and Evaluation, knowledge management, and progress reporting. It will also ensure liaison and linkage with all other relevant projects/programmes being implemented in the country that seek to address similar or related constraints; this would be aimed at taking advantage of existent synergies and avoiding duplications; and b) augment the capacity of selected government institutions to facilitate participatory planning and development processes. Accordingly, the component

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has two subcomponents: a) Subcomponent 3.1: Third Party Implementation Arrangements; and b) Subcomponent 3.2: Institutional Capacity Building and Policy Support.

27. ***Subcomponent 3.1: Third Party Implementation Arrangements*** – A third party IA will be selected by the Government through a competitive recruitment process. The IA will be responsible for all implementation of SSLRP: a) preparing and executing the Annual Work Plans and Budgets (AWPBs), implementation progress and financial reports for submission to the Project Coordination Unit (PCU) (for review, comment and onward forwarding to the oversight body (National Technical Committee (NTC) and National Advisory Committee (NAC)); b) M&E, fiduciary and procurement systems and capacities and undertake all project-related fiduciary functions in compliance with IFAD Guidelines; c) work closely with the PCU and the target States and Counties during activity planning and implementation to ensure consistency with existent State and County development agendas.

28. ***Subcomponent 3.2: Institutional Capacity Building and Policy Support***– This subcomponent will strengthen capacities of government staff at the national, State and County levels to be able to facilitate future development projects, and to conduct policy review. The first activity will be the formation of the PCU; when in place, it PCU will develop ToRs for the capacity and systems needs assessment and competitively hire a consultant to conduct review and produce a report detailing the specific capacity and systems gaps at central, State and County levels of government, together with recommendations of how to address the gaps. The PCU will competitively hire a service provider(s) to address these gaps.

29. ***Component 4: Disaster Risk Reduction and Management*** – The objective of this component is to ensure that in the event of a disaster, whether environmental or man-made that SSLRP can quickly reallocate resources from the other activities in support of the GoSS emergency response. Component 4 can only be triggered following the declaration of an emergency situation by GoSS, or with agreement of GoSS. The reallocation of funds would involve a request from the PCU to the Country Director asking for reallocation of funds to Component 4.

2.4 Project Cost and Financing by Component

30. Total project costs are estimated at USD 17.8 million over a 6-year period. IFAD will fund 55.1 percent of the project costs through an investment of USD 9.8 million. This is split into a loan (11.2 percent) on highly concessionary terms and a grant (43.9 percent). The African Development Bank (AfDB) will fund, on a parallel basis, through the Agricultural Markets, Value Addition and Trade Development Project (AMVAT) in Kajo-Keji, Terekeka, Magwi, Torit and Bor Counties amounting to USD 5.6 or 31.9 percent of the total costs.

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Table 1: Project Costs by Component and Financier

South Sudan South Sudan Livelihoods and Resilience Project (SSLRP) Components by Financiers (USD '000)	Beneficiary Contribution										Local		
	GoSS	IFAD Grant	IFAD Loan	AfDB- Parallel			Total	For.	(Excl. Duties & Taxes)	Local Duties & Taxes	For.	(Excl. Duties & Taxes)	Local Duties & Taxes
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Exch.	Taxes	For.	(Excl. Duties & Taxes)
A. Community Driven Development Planning													
Build strong and inclusive Community Based Organizations (CBOs)	299	8.4	1,536	43.3	384	10.8	1,332	37.5	-	-	3,552	20.0	900
Development of Community driven development plans (CDPs)	-	-	867	53.7	217	13.4	530	32.8	-	-	1,614	9.1	353
Subtotal Community Driven Development Planning	299	5.8	2,404	46.5	601	11.6	1,862	36.1	-	-	5,166	29.1	1,253
B. Agriculture Production and Rural livelihood Support													
Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods	-	-	867	80.0	163	15.0	-	-	54	5.0	1,084	6.1	-
Community Infrastructure to Support Production and Marketing	967	18.0	1,834	34.1	624	11.6	1,282	23.9	663	12.4	5,370	30.2	469
Subtotal Agriculture Production and Rural livelihood Support	967	15.0	2,701	41.8	787	12.2	1,282	19.9	717	11.1	6,454	36.3	469
C. Project Support and Capacity Building													
Third Party Implementation Arrangements	86	3.6	893	37.6	223	9.4	1,174	49.4	-	-	2,377	13.4	1,255
Institutional Capacity Building and Policy Support	247	6.5	1,796	47.6	385	10.2	1,348	35.7	-	-	3,776	21.2	614
Subtotal Project Support and Capacity Building	334	5.4	2,689	43.7	609	9.9	2,522	41.0	-	-	6,153	34.6	1,869
D. Disaster Risk Reduction and Management													
Total PROJECT COSTS	1,599	9.0	7,793	43.9	1,996	11.2	5,666	31.9	717	4.0	17,773	100.0	3,591
													12,582
													1,599

Table 2: Project Costs by Expenditure Category and Financier ('000 USD)

South Sudan South Sudan Livelihoods and Resilience Project (SSLRP) Expenditure Accounts by Financiers (USD '000)	Beneficiary Contribution										Local		
	GoSS	IFAD Grant	IFAD Loan	AfDB- Parallel			Total	For.	(Excl. Duties & Taxes)	Local Duties & Taxes	For.	(Excl. Duties & Taxes)	Local Duties & Taxes
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Exch.	Taxes	For.	(Excl. Duties & Taxes)
I. Investment Costs													
A. Grants and subsidies	685	14.0	2,701	55.2	787	16.1	-	-	717	14.7	4,890	27.5	-
B. Vehicles	23	18.0	-	-	-	-	103	82.0	-	-	125	0.7	38
C. Goods, Services and Inputs	724	9.7	3,993	53.6	935	12.5	1,800	24.2	-	-	7,452	41.9	2,236
D. Consultancies	87	4.8	443	24.4	111	6.1	1,174	64.7	-	-	1,815	10.2	1,089
E. Training	58	10.0	100	17.3	25	4.3	396	68.4	-	-	579	3.3	174
Total Investment Costs	1,577	10.6	7,237	48.7	1,857	12.5	3,473	23.4	717	4.8	14,862	83.6	3,536
													9,749
II. Recurrent Costs													
A. Salaries and allowances	0	-	518	19.0	129	4.7	2,079	76.3	-	-	2,726	15.3	-
B. Operations and Maintenance	22	12.0	38	20.8	10	5.2	114	62.0	-	-	185	1.0	55
Total Recurrent Costs	22	0.8	556	19.1	139	4.8	2,193	75.4	-	-	2,911	16.4	55
Total PROJECT COSTS	1,599	9.0	7,793	43.9	1,996	11.2	5,666	31.9	717	4.0	17,773	100.0	3,591
													12,582
													1,599

2.5 Project Organization and Implementation Arrangements

31. SSLRP will be implemented by a Third Party Implementing Agency (IA) that will be recruited by GoSS. The IA will be responsible for the overall and effective implementation of the project as a whole, including, but not limited to the following: a) preparing and executing the Annual Work Plans and Budgets (AWPBs), implementation progress and financial reports for submission to the PCU (for review, comment and onward forwarding to the oversight body (NTC and NAC); b) have adequate M&E, fiduciary and procurement systems and capacities and undertake all project-related fiduciary functions in compliance with IFAD Guidelines; c) work closely with the PCU and the target States and Counties during activity planning and implementation to ensure consistency with existent State and County development agendas. The IA will use government frontline extension agents, where they exist, with the dual objective of strengthening their capacity and also serve as part of the exit strategy at project completion.

32. An already existing governance structure will provide the oversight function to the project. A National Advisory Committee (NAC) is in place chaired by the Undersecretary Ministry of Agriculture and Co-chaired by the Undersecretary Ministry of Finance and Economic Planning. NAC's core responsibility will be to provide overall policy and strategic

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guidance and advice to the project for effective smooth and accountable implementation. More specific role will include: a) providing overall policy and strategic guidance and advice to the IA and NTC; b) coordinating with senior management of other government ministries and development partners at all levels on all issues related to the project; c) updating respective senior management within their ministries on strategic and policy related issues of project developments; d) providing strategic and policy advice on quarterly and annual project progress reports and work plans; and e) facilitating strategic partnerships with high level senior stakeholders within the government.

33. The National Technical Committee (NTC) will also be part of the governance structure, chaired by the Director General of Agriculture and Co-chaired by the Director of Ministry of Finance and Economic Planning. The NTC's responsibility will be to: a) provide technical guidance of the project; b) update the NAC on technical and operational issues related to the project; c) facilitate technical and operational partnerships with stakeholders within the government to advance operational/coordination issues related to the project; d) coordinate with technical counterparts of other government agents; e) update their undersecretaries on any progress and challenges and plans of the project; f) provide technical and operational guidance to project quarterly and annual progress reports and work plans; and g) participate in periodic monitoring of the project.

2.6 Beneficiaries, Expected Benefits and Sources

34. SSLRP will target a total of 38,880 households (225,040 beneficiaries). The main target group of the project is the rural smallholder households specifically targeting women, youth, returnees and persons with disabilities. SSLRP will pay particular attention to women headed households with a target of 50% while ensuring that women in men headed households are not left out.

35. SSLRP will use a variety of targeting mechanisms to ensure equitable participation in, and benefits from, programme activities and opportunities for women, men, youth and vulnerable groups. Such mechanisms include: a) Community based targeting which will seek to involve beneficiaries in selection of community based organisations; b) Direct targeting that will ensure the identification of key beneficiaries, based on set criteria and validation, participation of vulnerable groups in planning, implementation, and evaluation, including female-headed households and households with vulnerable persons; and c) self-targeting to facilitate the participation of women in socio-economic groups. These targeting mechanisms will be supported by empowering and enabling measures, such as capacity building, and social mobilisation and strategic partnerships.

III. SUMMARY OF IMPLEMENTATION TO-DATE

36. This chapter is supposed to present the summary of achievements to date both in physical terms (physical achievements in relation to targets) and financial terms (disbursement status). It is also supposed to highlight the constraints encountered during implementation (thus far); the constraints highlighted are supposed to be addressed for improved implementation. Lastly, the chapter is supposed to state the number of target beneficiaries reached, disaggregated by gender. However, this is the first project year of the 6-year project and, as such, there is no implementation progress to report herein. However, at the time of preparing the AWPB, a number of activities had been undertaken as part of implementation readiness. Such activities included: a) preliminary steps as part of the process of selecting the IA. A list of potential IAs was vetted by the MAFS. The ToRs and RFP for selecting an IA were already prepared; b) the Government was already taking steps establish the PCU structure at MAFS and this would be followed with the appointment of the PCU membership; c) preparation for major procurement bidding documents; d) Fiduciary assessment of government by the IFAD Finance Management Division; e) preparation of the

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Project Implementation Manual. All these will greatly help kick-start actual, on-the-ground, project implementation once SSLRP is launched.

IV. THE WORK PLAN 2021

2.1 The Planning Process

37. Ideally, the planning process for an Annual Work Plan and Budget should be participatory, involving all the relevant stakeholders through consultative meetings/workshops at various levels. Under such a situation, there are three major sources of information and these include:

- a) Project Design Report – it provides the general framework for Project implementation;
- b) the findings of the needs assessment and participatory planning exercises in the Project areas; and
- c) The findings of annual strategic reviews and performance evaluation.

38. However, this being SSLRP first AWPB, its preparation was largely based on the Project Design Report and was prepared by a consultant. It is expected that starting with the 2022 AWPB onwards, the decentralised and participatory planning process will take over where the process will, necessarily, utilise all three sources of information as listed above.

2.2 Plan Focus

39. This being the first Project Year, the focus of the plan is to put processes and procedures in place to facilitate a smoother implementation of the Project during the proceeding Project Years. This will include establishing of the PCU, familiarising the oversight body (NTC and NAC) with the goal, objectives and implementation approach of the project and putting a system in place that will help operationalise the two technical components (Component 1: *Community Driven Development Planning*; Component 2: *Agriculture Production and Livelihood Support*). In addition, the plan will establish systems that will monitor performance and periodically check whether implementation is on course to achieving the overall Project Development Objectives. The Project will procure an Implementing Agent as required following the Government of South Sudan/IFAD procurement policies.

40. By design, implementation of SSLRP, will, progressively, be initiated to target areas of the project depending on the level of readiness of implementers to manage additional area/activities. An intervention area will be targeted, activities initiated and all key systems/processes effectively established to set project activities off to a good start before moving on to the next target areas.

41. It is hoped that once the systems have been put in place, subsequent AWPBs will benefit and receive effective implementation. However, in the event that the specified activities get completed before the end of the Project year, the IA will revise the AWPB and include additional activities. When/if such a revision is done, the revised AWPB would be resubmitted to the PCU for review and approval and to IFAD for review and provision of a No Objection.

2.3 Description of the Work Plan

42. SSLRP interventions will directly benefit approximately 38,880 rural households or more than 225,000 household members. However, as already stated, the focus of this first AWPB is on putting processes and procedures in place and, therefore, only a small percentage of the target beneficiaries is likely to be reached in the first Programme year. Following below is the description of the work plan; this has been done by component and subcomponent.

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43. **Component 1: Community Driven Development Planning** – The activities are designed to facilitate communities to understand their environment, natural resources, and food security and nutrition needs; identify the constraints to sustainably improving production and increasing their market linkages; develop and implement costed CDPs to address these challenges.

44. **Subcomponent 1.1: Build Strong and Inclusive Community Based Organizations** – CBOs are the promoters and managers of socio-economic change and are expected to plan, finance, implement and operate subprojects. They represent the building blocks of rural communities' social capital and they help develop community members' potential for social and economic development. The objective of this subcomponent is, therefore, to support the development of strong CBOs that are representative of the different population segments (women, youth, vulnerable households) in the community and that are capacitated to develop CDPs. The following activities are planned for SSLRP's first year to gradually contribute to the subcomponent's objective:

- CBOs developed from 15 Payams
 - Two days leadership orientation for participating Payams and Bomas per County;
 - Rooms hire and associated facilities for 2 days per County;
 - Costs of the facilitation process;
- Gender Mainstreaming
 - Beneficiary assessment, mobilisation and consultation;
 - Staff Training on Gender Empowerment and Social Inclusion;
 - Mapping and capacity assessment of existing VSLAs;
 - Facilitated support to VSLAs (Financial literacy);
 - Gender sensitisation across CBOs including VSLAs;
 - Expert of GALS methodology;
 - Operationalise GALS in groups and households;
 - IEC Materials for Gender sensitisation;
 - Exchange visits
- Nutrition Mainstreaming
 - Nutrition gaps assessment (value chain/ Market profiles);
 - Demonstration Household Food Production;
 - Conduct Nutrition education sessions;
 - Social marketing for promotion of nutritious foods;
 - IEC Materials for Nutrition messaging;
 - Reinforce capacity of community extension;
 - Cooking demonstrations and recipe development;
 - Promotion of food storage and processing.
- AMVAT/AfDB Parallel financing activities.

45. **Subcomponent 1.2: Development of Community Driven Development Plans (CDPs)** – Communities will be facilitated to development CDPs. Ideally, these will be packages of activities identified that can respond to the collective needs of the beneficiaries. In terms of activities, an estimated number of CDPs per County is made as follows:

- Kajo-Keji – 13;
- Terekeka – 5;
- Magwi – 9;
- Torir – 4; and
- Bor – 3.
- AMVAT/AfDB Parallel Financing activities.

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46. **Component 2: Agriculture Production and Livelihood Support** - The objective of the component is to serve as a financing arm for the vetted subprojects emanating from the CDPs developed under Component 1. The objective of this component will be achieved through the effective implementation of three subcomponents. Following hereunder are the activities planned for 2021 under each of the subcomponents.

47. **Subcomponent 2.1: Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods** - Investments under this subcomponent will focus on enhancing smallholder agricultural production and productivity and promotion of off-farm livelihoods that would improve households' food security, incomes, and livelihood assets. This being a CCD project, no specific activity can be identified *apriori*. However, it is assumed that a total of 34 subprojects will be supported during the first year as follows:

- Kajo-Keji – 13;
- Terekeka – 5;
- Magwi – 9;
- Torir – 4; and
- Bor – 3.

48. **Subcomponent 2.2 - Community Infrastructure to Support Production and Marketing** – Planned activities under this subcomponent will be infrastructure subprojects selected from the CDPs. Given the importance of watershed management, the community facilitation process will ensure that investments in watershed improvement are given first priority. As such, following below is the expected initial investment in infrastructure:

- Infrastructure for Soil & Water Conservation (Terraces, Contour bunds, gabions, etc.)¹⁵
 - Kajo-Keji – 27;
 - Terekeka – 12;
 - Magwi – 29;
 - Torir – 17; and
 - Bor – 15.
- AMVAT/AfDB Parallel Financing.

49. **Component 3: Project Support and Capacity Building** – This will be a cross-cutting component servicing the technical component and facilitating the pathways for the effective implementation of the CDD approach. The component comprises two subcomponents:

50. **Subcomponent 3.1: Third Party Implementation Arrangements** – A third party IA will be selected by the Government through a competitive recruitment process. Planned activities for 2021 include:

- Information dissemination through audio-visual methods;
- Production and dissemination of various extension messages;
- Annual stakeholder workshops;
- Publication and dissemination of workshop proceedings (magazines);
- Annual progress surveys;
- Baseline survey; and
- Third Party fees and costs.

51. **Subcomponent 3.2: Institutional Capacity Building and Policy Support** – The objective of this subcomponent is to strengthen capacities of government staff and other non-state actors, at the national, State and County levels, to facilitate participatory planning

¹⁵Includes climate/environment screening activities and the associated costs.

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and development processes. The focus of the subcomponent will be on supporting the establishment of a Project Coordination Unit (PCU) at MAFS and addressing other capacity gaps as would have been identified by a Capacities and Systems Needs Assessment. Planned activities for 2021 include:

- Establishment of Project Coordination Unit;
 - Desktop Computers¹⁶;
 - Printers¹⁷;
 - Accounting software¹⁸;
 - Office furniture¹⁹.
- Double Cabin Vehicle;
- Supporting some oversight roles of MAFS
 - NTC/NAC meetings;
 - Joint stakeholders' meetings;
 - Implementation support where needed;
- Building of other institutional capacity at state and local government level;
- Development of the National Cooperatives Policy Frameworks
 - Professional fees of Lead Consultant;
 - Assistant consultant;
 - Desk research, internet, airtime;
- Conducting a cooperatives development stakeholders validation meetings
 - Venue;
 - Meals and Refreshment;
 - Transport refund for DGs from States;
 - Production of draft documents;
 - Full Board costs for DGs;
 - Organization costs
- Conduct 1st technical review meeting
 - Venue;
 - Meals and refreshments;
 - Transport refund;
 - Production of draft documents;
 - Organization costs
- Conduct 2nd technical review meeting
 - Venue;
 - Meals and refreshments;
 - Transport refund;
 - Production of draft documents;
 - Organization costs
- Production of national cooperative development strategic framework document copies
 - Computer design of the document;
 - Production of document;
 - Packaging;
 - Transportation and distribution
- Administration, oversight, supervision, monitoring and evaluation
- ESMF Implementation
 - Site-specific ESIA, ESMPs and environmental license fees;
 - Mitigation measures;
 - Monitoring and evaluation purposes (R&D, M&E, Field visits);

¹⁶Desktop with software and antivirus.

¹⁷2 for the PCU and 1 each for the 8 Focal Persons.

¹⁸Should include the software itself, annual license and technical assistance.

¹⁹1 set for each Officer. Set consists of a desk, chair, lamp and a file cabinet.

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- Environmental and social training
- AMVAT/AfDB Parallel Financing for Project Coordination and Management

V. BUDGET ESTIMATES AND FINANCING ARRANGEMENTS

5.1 Summary Budget and Funding

52. Presented in this section are summary tables giving an overall picture of financial resources required for the 2021 SSLRP's work-plan and budget. The budget information is presented by component, financier and categories of expenditure. The total budget for SSLRP's 2021 AWPB is about USD 6.4 million. A total of about USD 1.5 million (or 23% of the budget) is allocated to Component 1: Community Driven Development Planning; USD 979,000 (or 15% of the budget) is allocated to Component 2: Agriculture Production and Rural livelihood Support; and about USD 4 million (or 62% of the budget) is allocated to Component 3: Project Support and Capacity Building. About 43.7% of the budget will be financed by IFAD (8.7% from the IFAD loan and 35% from the IFAD grant); 48% will be from AfDB's parallel financing, 8% from GoSS and the remainder will be financed by the beneficiaries (0.5%).

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Table 3: SSLRP 2021 Annual Work Plan and Budget and Financing by Component (USD '000)

South Sudan
First Year Annual Plan Budget
Components by Financiers
(USD '000)

A. Community Driven Development Planning

Build strong and inclusive Community Based Organizations (CBOs)
Development of Community driven development plans (CDPs)

Subtotal Community Driven Development Planning

B. Agriculture Production and Rural livelihood Support

Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods

Community Infrastructure to Support Production and Marketing

Subtotal Agriculture Production and Rural livelihood Support

C. Project Support and Capacity Building

Third Party Implementation Arrangements

Institutional Capacity Building and Policy Support

Subtotal Project Support and Capacity Building

D. Disaster Risk Reduction and Management

Total PROJECT COSTS

GoSS	IFAD Grant	IFAD Loan	AfDB- Parallel	Beneficiary Contribution		Total			
				Amount	%	Amount	%	Amount	%
109	8.9	478	39.3	120	9.8	509	41.9	-	-
0	-	57	21.3	14	5.3	196	73.4	-	-
109	7.3	535	36.1	134	9.0	705	47.5	-	-
								1,483	23.1
0	-	57	80.0	11	15.0	-	-	4	5.0
163	18.0	43	4.7	17	1.9	659	72.6	26	2.8
163	16.7	100	10.2	28	2.8	659	67.3	29	3.0
								979	15.2
74	4.3	434	25.2	108	6.3	1,109	64.3	-	-
178	8.0	1,179	52.7	290	13.0	591	26.4	-	-
252	6.4	1,613	40.7	399	10.1	1,700	42.9	-	-
								3,964	61.7
524	8.2	2,248	35.0	560	8.7	3,064	47.7	29	0.5
								6,425	100.0

Table 4: SSLRP 2021 Annual Work Plan and Budget and Financing by Category (USD '000)

South Sudan
First Year Annual Plan Budget
Expenditure Accounts by Financiers
(USD '000)

I. Investment Costs

A. Grants and subsidies

GoSS	IFAD Grant	IFAD Loan	AfDB- Parallel	Beneficiary Contribution		Total			
				Amount	%	Amount	%		
19	10.7	100	56.8	28	15.8	-	-		
23	18.0	-	-	103	82.0	-	-		
364	11.2	1,519	46.7	375	11.5	993	30.5		
75	4.6	342	21.2	85	5.3	1,109	68.8		
35	10.0	101	28.7	25	7.2	190	54.1		
515	9.3	2,061	37.4	513	9.3	2,395	43.4		
								5,514	85.8

II. Recurrent Costs

A. Salaries and allowances

-0	-	171	20.4	43	5.1	625	74.5	-	-	838	13.0
9	12.0	16	22.2	4	5.6	44	60.2	-	-	73	1.1
9	1.0	187	20.5	47	5.1	669	73.4	-	-	912	14.2
524	8.2	2,248	35.0	560	8.7	3,064	47.7	29	0.5	6,425	100.0

B. Operations and Maintenance

Total Recurrent Costs

Total PROJECT COSTS

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5.2 Detailed Budget by Components and Category Indication

53. Presented in this section are the detailed cost tables giving an overall picture of financial resources required for the 2021 AWPB and corresponding activities on which funds will be utilised.

South Sudan

First Year Annual Plan Budget

Table 1.1. Build strong and inclusive Community Based Organizations (CBOs)

Detailed Costs

(USD)

	Unit	Quantities					Totals Including Contingencies				
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
I. Investment Costs											
A. CBOs developed from 15 payams	Per County	5				135,675				135,675	
1. Two days leadership orientation for participating Payams and Bomas per County /a	Per County	5				2,513				2,513	
2. Rooms hire and associated facilities for 2 days per County	Per CBO	11		98	109	27,638			256,223	283,860	
3. Costs of the facilitation process							165,825			256,223	422,048
Subtotal CBOs developed from 15 payams											
B. Social Inclusion and Nutrition											
1. Gender Mainstreaming											
Beneficiary assessment, mobilisation and consultation	Session	3				30,150				30,150	
Staff Training on Gender Empowerment and Social Inclusion	Session	3				1,809				1,809	
Mapping and capacity assessment of existing VSLAs	Ls	3				1,508				1,508	
Facilitated support to VSLAs (Financial literacy)	Session	-	45	90	135	-		4,613	9,412	14,026	
Gender sensitisation across CBOs including VSLAs	Session	50		100	150	5,025			10,458	15,483	
Expert of GALS methodology	Person/month	1			1	5,025			5,229	10,254	
Operationalise GALS in groups and households	Quarterly	1		1	2	50,250			52,290	102,540	
IEC Materials for Gender sensitisation	Ls	1				1,005				1,005	
Exchange visits	Ls				3	3			3,137	3,137	
Subtotal Gender Mainstreaming						94,772		4,613	80,527	179,912	
2. Nutrition Mainstreaming											
Nutrition gaps assessment (value chain/ Market profiles)	Ls	1	-	1		2,050				2,050	
Demonstration Household Food Production	Session	50	100	150		5,126	10,458	15,584			
Conduct Nutrition education sessions	Session	18		36	54	3,618			7,530	11,148	
Social marketing for promotion of nutritious foods	Lumpsum	3	6	9			3,076	6,275	9,350		
IEC Materials for Nutrition messaging	Lumpsum	3		2	4.5	3,015			1,569	4,584	
Reinforce capacity of community extension	Lumpsum	3			3	3,015				3,015	
Cooking demonstrations and recipe development	Session	18	36	54		3,691	7,530	11,221			
Promotion of food storage and processing	Session	18	36	54		1,845	3,765	5,610			
Subtotal Nutrition Mainstreaming						9,648	15,788	37,126	62,562		
Subtotal Social Inclusion and Nutrition						104,420		20,401	117,653	242,474	
C. AFDB Parallel Financing											
1. ABC Post harvest and MIS Equipments-EES	Ls		42	42					43,924	43,924	
2. ABC MIS Equipments-EES	Ls		4	4					4,183	4,183	
3. Post Harvest Equipment-CES	Lumpsum		42	42					43,924	43,924	
4. Post Harvest Equipments-Jonglei	Lumpsum		21	21					21,962	21,962	
5. ABC MIS Equipments-CES	Lumpsum		4	4					4,183	4,183	
6. ABC MIS Equipments-Jongei	Ls		2	2					2,092	2,092	
7. SEG Field Equipments-EES	Ls		11	11					11,504	11,504	
8. SEG Field Equipments-CES	Lumpsum		11	11					11,504	11,504	
9. SEG Field Equipment-Jonglei	Ls		5	5					5,229	5,229	
10. ABC Office Furniture-EES	Ls		4	4					4,183	4,183	
11. ABC Office Furniture-CES	Lumpsum		4	4					4,183	4,183	
12. ABC Office Furniture-Jonglei	Lumpsum		2	2					2,092	2,092	
13. ABC Computers-EES	Ls		8	8					8,366	8,366	
14. ABC Computers-CES	Lumpsum		8	8					8,366	8,366	
15. ABC Computer-Jonglei	Ls		4	4					4,183	4,183	
16. SEG Training-EES	Ls		15		16	31	15,075		16,733	31,808	
17. SEG Training-CES	Lumpsum		15		16	31	15,075		16,733	31,808	
18. SEG Training-Jonglei	Lumpsum		8		8	16	8,040		8,366	16,406	
19. ABC-BPA Training-EES	Lumpsum		31		33	64	31,155		34,512	65,667	
20. ABC-BPA Training-CES	Lumpsum		31		33	64	31,155		34,512	65,667	
21. ABC-BPA Training-Jonglei	Lumpsum		15		16	31	15,075		16,733	31,808	
Subtotal AFDB Parallel Financing						115,575			307,467	423,042	
Total Investment Costs						385,820		20,401	681,343	1,087,564	
II. Recurrent Costs											
A. AFDB Parallel Financing											
1. Field Extension Agent-EES	Person/month	8.	8.	8.	17	41.	8,291	8,374	8,458	17,693	42,817
2. Field Extension Agent-CES	Person/month	8.	8.	8.	17	41.	8,291	8,374	8,458	17,693	42,817
3. Field Extension Agent-Jonglei	Person/month	8.	8.	8.	17	41.	8,291	8,374	8,458	17,693	42,817
Total Recurrent Costs						24,874	25,122	25,374	53,080	128,450	
Total						410,693	25,122	45,775	734,423	1,216,014	

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South Sudan: Livelihoods and Resilience Project (SSLRP)

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South Sudan
 First Year Annual Plan Budget
 Table 1.2. Development of Community driven development plans (CDPs)

Detailed Costs

(USD)

Unit	Quantities					Totals Including Contingencies				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
I. Investment Costs										
A. CDP preparation costs										
Kajo-Keji	Per Micro-Project	2	11	13		4,101	23,008	27,109		
Terekeka	Per Micro-Project		5	5			10,458	10,458		
Magwi	Per Micro-Project	1	8	9			2,050	16,733	18,783	
Torit	Per Micro-Project		4	4			8,366	8,366		
Bor	Per Micro-Project		3	3			6,275	6,275		
Subtotal CDP preparation costs						6,151	64,840	70,991		
B. AfDB Parallel Financing										
Sorghum value chain study	Ls	31			31	31,155			31,155	
Groundnuts value chain study	Ls	31			31	31,155			31,155	
Seed sector framework study	Ls	31			31	31,155			31,155	
Total Investment Costs						93,465	6,151	64,840	164,456	
II. Recurrent Costs										
Value Chain Expert	Person/month	8.	8.	8.	17	41.75	8,291	8,374	8,458	17,693
Seed Expert	Person/month	11.	11.	11.	24	58	11,558	11,673	11,790	24,457
Total Recurrent Costs						19,849	20,047	20,248	42,151	102,294
Total						113,314	20,047	26,399	106,991	266,751

South Sudan
 First Year Annual Plan Budget
 Table 2.1. Investments for increased agriculture production and rural livelihoods

Detailed Costs

(USD)

Unit	Quantities					Totals Including Contingencies					
	Q1	Q2	Q3	Q4	Total	Total	Q1	Q2	Q3	Q4	Total
I. Investment Costs											
A. Investment Costs											
Kajo-Keji	Per Micro-Project	2			11	26,000	4,020			23,008	27,028
Terekeka	Per Micro-Project		5	5	10,000					10,458	10,458
Magwi	Per Micro-Project	1	8	9	18,000	2,010				16,733	18,743
Torit	Per Micro-Project		4	4	8,000					8,366	8,366
Bor	Per Micro-Project		3	3	6,000					6,275	6,275
Total						68,000	6,030			64,840	70,870

South Sudan
 First Year Annual Plan Budget
 Table 2.2. Productive community infrastructure developed

Detailed Costs

(USD)

Unit	Quantities					Totals Including Contingencies					Expenditures by Financiers						
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	GoSS	IFAD GRANT	IFAD LOAN	AFDB	Beneficiary		
I. Investment Costs																	
A. 2.2.1 Infrastructure for Soil & Water Conservation (Terraces, Contour bunds, gabions, etc) a																	
Magwi	# hectares	27	27			28,237	28,237	5,083	11,577	4,631						6,946	
Torit	# hectares	12	12			12,550	12,550	2,259	5,145	2,058						3,087	
Kajo-Keji	# hectares	29	29			30,328	30,328	5,459	12,435	4,974						7,461	
Terekeka	# hectares	17	17			17,779	17,779	3,200	7,289	2,916						4,374	
Bor	# hectares	15	15			15,687	15,687	2,824	6,432	2,573						3,859	
Subtotal 2.2.1 Infrastructure for Soil & Water Conservation (Terraces, Contour bunds, gabions, etc)						104,581	104,581	18,825	42,878	17,151						25,727	
E. AFDB Parallel Financing																	
Aggregation Centre Infrastructure-EES	Ls	90	95	185	90,450		99,352	189,802	34,164							155,637	
Aggregation Centre Infrastructure-CES	Ls	90	95	185	90,450		99,352	189,802	34,164							155,637	
Aggregation Centre Infrastructure Fund-Jonglei	Ls	45	47	92	45,225		49,153	94,378	16,988							77,390	
Seed Testing Laboratory Equipments	Ls		315	315		329,429	329,429	59,297								270,132	
Total						226,125			681,866	907,991	163,438					17,151	658,797

a Includes climate/ environment screening costs

b Includes climate/ environment screening costs

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South Sudan

First Year Annual Plan Budget

Table 3.1. Third Party Implementation Arrangements

Detailed Costs

(USD)

Unit	Quantities				Totals Including Contingencies						
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	
I. Investment Costs											
A. Knowledge Management, Monitoring and Evaluation											
1. Knowledge management											
Information dissemination through audio-visual methods	Ls	1	1	1	1	4	2,010	2,030	2,050	4,163	10,253
Production and dissemination of various extension messages	Ls	1	1	1	1	4	5,025	5,075	5,126	10,406	25,633
Subtotal Knowledge management							7,035	7,105	7,176	14,569	35,886
2. State level										-	
Annual stakeholder workshops	Ls					3	3			9,412	9,412
Publication and dissemination of workshop proceedings (magazines)	Ls					3	3			31,374	31,374
Subtotal State level										40,786	40,786
3. County level										-	
Annual Stakeholder meetings	Ls					5	5			26,145	26,145
4. Monitoring and evaluation											
Mid term review	Study										
Final impact evaluation	Ls										
Annual progress surveys	Surveys					1	1			21,962	21,962
Baseline	Study	1				1	81,405				81,405
Subtotal Monitoring and evaluation							81,405			21,962	103,367
Subtotal Knowledge Management, Monitoring and Evaluation							88,440	7,105	7,176	103,462	206,184
B. Third Party fees and costs											
C. AFDB Parallel Financing Project Coordination and Management											
1. Third Party Administration Agency							1,001,985			1,001,985	
2. Baseline study							31,155			31,155	
3. ESMP Study and Monitoring							21,105			23,008	44,113
4. Fiduciary Capacity Development-Financial Management and Procurement							15,075			16,733	31,808
Subtotal AFDB Parallel Financing Project Coordination and Management							1,069,320			39,741	1,109,061
Total	Quarter	1	1	1	1	4	80,400	81,204	82,016	166,501	410,121
							1,238,160	88,309	89,192	309,704	1,725,366

South Sudan: Livelihoods and Resilience Project (SSLRP) Consolidated Annual Work Plan and Budget 2021

South Sudan

First Year Annual Plan Budget

Table 3.2. Build institutional capacities at the state and local government levels

Detailed Costs

(USD)

I. Investment Costs

A. Contribution to establishment of Single Project Coordination Unit (PCU)

1. Office Equipment

	Unit	Quantities				Totals Including Contingencies				Expenditures by Financiers					
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	GoSS	IFAD GRANT	IFAD LOAN	AFDB
Desktop Computer /a	Number	13				13	13,065				13,065	2,352			10,713
Printer /b	Number	10				10	4,020				4,020	724			3,296
Accounting software /c	Package	1				1	10,050				10,050	1,809			8,241
Office furniture /d	set	13				13	6,533				6,533	1,176			5,357
Subtotal Office Equipment							33,668				33,668	6,060			27,607

2. Vehicle

Double Cabin Vehicle	Number	1				1	45,225				45,225	8,141			37,085
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3. Supporting some oversight roles of MAFS

National technical Committee meetings	Quarterly	1				4	101	102	103	208	513	92	336	84
Joint Stakeholders meetings	Quarterly	1				2	3,015			3,137	6,152	1,107	4,036	1,009
Implementation support where needed	Quarterly	1				2	3,015			3,137	6,152	1,107	4,036	1,009
Double Cabin Vehicle	Number	1				1	45,225				45,225	8,141	29,668	7,417
Subtotal Supporting some oversight roles of MAFS							51,356	102	103	6,483	58,042	10,448	38,076	9,519

Subtotal Contribution to establishment of Single Project Coordination Unit (PCU)

B. Building of other institutional capacities at the state and local government levels

1. Building of other institutional capacity at state and local government level

C. Development of the National Cooperatives Policy Frameworks

1. Payment to consultant

Professional fees of Lead Consultant	Man/day	135				135	56,984				56,984	10,257	35,045	11,682
Assistant consultant	Man/day	45				45	4,523				4,523	814	2,781	927
Desk research, internet, airtime	estimated	3				3	1,598				1,598	288	983	328
Subtotal Payment to consultant							63,104				63,104	11,359	38,809	12,936

2. Conducting a cooperatives development stakeholders validation meetings

Venue	Man/day	15				15	1,508				1,508	271	927	309
Meals and Refreshment	participants	135				135	13,568				13,568	2,442	8,344	2,781
Transport refund for DGs from States	participants	60				60	12,060				12,060	2,171	6,417	2,472
Production of draft documents	Copies	150				150	754				754	136	464	155
Full Board costs for DGs	Participants	60				60	45,225				45,225	8,141	27,813	9,271
Organization costs	estimated	3				3	302				302	54	185	62
Subtotal Conducting a cooperatives development stakeholders validation meetings							73,415				73,415	13,215	45,150	15,050

3. Conduct 1st technical review meeting

Venue	Man/day	9				9	905				905	163	556	185
Meals and refreshments	participants	30				30	1,809				1,809	326	1,113	371
Transport refund	participants	30				30	3,015				3,015	543	1,854	618
Production of draft documents	Copies	60				60	302				302	54	185	62
Organization costs	estimated	3				3	302				302	54	185	62
Subtotal Conduct 1st technical review meeting							6,332				6,332	1,140	3,894	1,298

4. Conduct 2nd technical review meeting

Venue	Man/day	6				6	603				603	109	371	124
Meals and refreshments	participants	15				15	603				603	109	371	124
Transport refund	participants	15				15	1,508				1,508	271	927	309
Production of draft documents	Copies	18				18	90				90	16	56	19
Organization costs	estimated	3				3	302				302	54	185	62
Subtotal Conduct 2nd technical review meeting							3,105				3,105	559	1,910	637

5. Production of national cooperative development strategic framework document copies

Computer design of the document	Technical layout	3				3	1,206				1,206	217	742	247
Production of document	Copies	300				300	3,015				3,015	543	1,854	618
Packaging	Copies	300				300	377				377	68	232	77
Transportation and distribution	Copies	300				300	1,508				1,508	271	927	309
Subtotal Production of national cooperative development strategic framework document copies							6,105				6,105	1,099	3,755	1,252

6. Administration, oversight, supervision, monitoring and evaluation

Subtotal Development of the National Cooperatives Policy Frameworks

D. Estimated budget for ESMF Implementation

1. Site-specific ESIAe, ESMPIs and environmental license fees

2. Mitigation measures

3. Monitoring and evaluation purposes (R&D, M&E, Field visits)

4. Environmental and social training

5. Annual Reviews

6. Bi-Annual Audit

7. End of Project Audit

8. 10% contingency

Subtotal Estimated budget for ESMF Implementation

E. AFDB Parallel Financing Project Coordination and Management

1. Land Cruiser Hard top

2. Pick-up Double Cabin

3. Office Furniture-Ministry

4. Office Furniture-PIU

5. Computers and Printers-Ministry

6. Computers and Printers-PIU

Subtotal AFDB Parallel Financing Project Coordination and Management

Total Investment Costs

II. Recurrent Costs

A. Contribution to establishment of Single Project Coordination Unit (PCU)

1. Salary Top-ups for GoSS Staff attached to PCU/e

2. Vehicle O & M

3. Other O & M costs

a. Internet Connectivity /f

b. Stationery /g

c. Electricity /h

d. Other Utility & junior work /i

Subtotal Other O & M costs

B. AFDB Parallel Financing Project Coordination and Management

1. National Project Officer-Cordinator

2. Monitoring and Evaluation Expert

3. Driver

4. DSA Professional

5. DSA Drivers

6. PIU Vehicles maintenance and spares

7. PIU Vehicles-Fuel and Lubricants

Subtotal AFDB Parallel Financing Project Coordination and Management

Total Recurrent Costs

Total

\a Desktop with softwares and antivirus

\b 2 for the PCU and 1 each for the 8 Focal Persons

\c Should include the software itself, annual license and technical assistance

\d 1 set for each Officer. Set consists of a desk, chair, lamp and a file cabinet

\e PC (US\$ 1,000 p.m); M&E/KM (US\$ 800 p.m); FC (US \$ 800 p.m); Procurement (US \$ 300 p.m); Project Assistant (US \$ 400 p.m); Driver (US \$ 400 p.m); State Focal Persons (3) (@ US \$ 500 p.m); County Focal Persons (5) @ US \$ 500 pm

\f An annual average of USD 7,200 is assumed

\g About USD 200 per month

\h About USD 200 per month but IFAD contribution will be reducing as other development partners come on board

\i About USD 400 per month. IFAD contribution will be reducing as other development partners come on board

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VI. IMPLEMENTATION ARRANGEMENT

6.1 Overall coordination and Link to the Review and Approval Process

54. Project Year 2021, being SSLRP's inaugural implementation period, many of the Project's activities during the first few months will mainly be preparatory in nature. The IA and PCU will work to put processes, procedures and structures in place for effective SSLRP implementation. It is expected that after the inaugural implementation period, the rate of activity implementation will pick up fast.

55. As the IA and PCU coordinate the different SSLRP activities, due regard will be given to the time needed for the different institutions (IFAD and GoSS) to review and approve the different aspects of SSLRP implementation. This will be important to avoid implementation delays. This will be particularly important for the procurement function. Considering that both the IA and PCU will have procurement responsibilities, they will both have to ensure that proper procedures with regard to prior review are adhered to. The time needed to accommodate the review and approval of the different procurements is incorporated in the Procurement Plan. The Project Implementation Manual (PIM) also provides guidance on all aspects of SSLRP implementation. The IA will have to coordinate with the respective local governments (State, County, Payam and Boma) during the process of activity implementation to ZPCOs will guide and oversee overall coordination of the Project at the Zoba levels, including planning, implementation, management, reporting, monitoring and evaluation.

56. In order to implement SSLRP activities effectively, areas which lack capacity will be addressed by providing the relevant capacity that is specific to the identified capacity gaps. Capacity building is the responsibility of one of SSLRP's subcomponents. Accordingly, capacity building programmes have been allowed for in the AWPB. Some of the training will be locally provided while, in other cases, international interventions will be needed.

6.2 Progress Reporting

57. The IA and the PCU will aim at providing informative progress reports; this is a formal requirement stipulated in the Financing Agreement. The six-monthly and annual reports will be prepared and submitted to IFAD, the GoSS and all collaborating institutions. The IA will produce a consolidated report for all project activities apart from Subcomponent 3.2. It would submit the report to the PCU for incorporating implementation progress related to Subcomponent 3.2. The overall SSLRP implementation progress report will be submitted to the oversight body (NTC/NAC) for review, comment and endorsement. The PCU would address any comments emanating from the NAC before submitting the reports to IFAD. Efforts will be made to ensure a timely submission of the reports to IFAD. The progress reports will provide:

- a) a review of implementation progress compared to planned activities, and expenditures compared to budgets;
- b) details of problems encountered during the reporting period and any remedial actions taken to resolve the problems;
- c) an analysis of strength and weaknesses, opportunities and threats;
- d) a discussion of quantitative and qualitative progress made in achieving the overall objectives; and,
- e) the strategic direction for the next planning cycle.

58. In the process of producing progress reports, the IA and PCU will reflect on outputs, evaluate performance, and discover weaknesses that can be improved and successes that

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can be up-scaled. It is hoped that this process would lead to better plans and implementation in the future.

6.3 Monitoring and Evaluation & Knowledge Management

59. Performance monitoring will be the primary responsibility of the Monitoring & Evaluation/Knowledge Management team at the IA; they will be supported by State and County focal points and CFs. The team will ensure that there are enough resources for all entities involved in implementing project activities. These will be assigned specific M&E duties, to enable them to play an active part in the participatory M&E process. Resources will be provided for the operational costs related to M&E activities. The essence of the M&E system is the ability to supply regular data, to monitor progress towards the achievement of set objectives and to detect emergence of unexpected developments and to draw those developments to the attention of management.

60. In situations where Project activities are to be implemented by qualified Service Providers, monitoring responsibilities may be formally agreed between the Service Providers as part of the agreements to be signed by the parties. Each of those Service Providers/Participating Institutions will be responsible for monitoring the activities they implement. Heads of the various institutions will take the lead role and responsibility for monitoring, especially in setting implementation milestones, collection of the necessary data, and reporting to the IA. They will also take the lead role in interpreting outcomes of performance and impact M&E in terms of policy adaptations and requirements. To that end, the IA will provide a clear common framework for planning and progress reporting, and to ensure that all parties have a clear understanding of the tools, formats, definition and applicability of indicators, and the means to conduct quality assurance. The IA will be responsible for receiving and collating M&E data from the different institutions and producing consolidated progress reports. Results of M&E will be shared with other implementing partners during the M&E and national planning and review workshops. The focus will be to ensure a continuous process of feedback to stakeholders and management to enhance timely responses.

61. During the course of 2021, a baseline survey will be conducted to provide information about verifiable indicators as a benchmark for assessing impact of SSLRP interventions in line with the Project's goal, objectives and activities as contained in the logical framework. Such benchmarks will be developed as a reference point when organising repeat surveys and or when conducting project Mid-term Review and end-of-project evaluation.

62. It is planned that supervision/monitoring exercises will be jointly undertaken by IFAD and the GoSS at least once every year. This will, however, depend on the prevailing security situation in the country. In the event that the security situation is not conducive to fielding IFAD supervision and implementation support missions, IFAD would engage locally-based institutions/individuals to undertake the supervision and, when needed, provide implementation support. This would be done in collaboration with MAFS. In addition, under this scenario, IFAD would endeavour to use remote supervision provisions for continuous monitoring of performance; this would follow IFAD's Guidance Note on Remote Supervision.

63. With regard to Knowledge Management (KM), the focus of this first year AWPB will be on the preparation of SSLRP's KM action plan whose objectives would be to: a) identify knowledge gaps and prioritization of knowledge products to be developed; b) systematically document methods to ease the up-scaling of best practices in South Sudan or repackaging of innovative approaches developed elsewhere; c) disseminate knowledge using various communication tools (MAFS newsletter, brochures, websites, radio, etc.). The dissemination

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will serve as an avenue for sharing relevant information among implementing partners and other stakeholders.

6.4 Procurement, Disbursements, Accounts and Finance Management

64. SSLRP will be implemented by an IA, except for Subcomponent 3.2. For financial management, this will involve budgeting, receipt of funds, procurement, making of payments, justification, generating withdrawal applications and reporting on all activities implemented by the IA. The IA will establish a sound financial management system for the project, consistent with the requirements of IFAD Guidelines on Financial Management covering the financial management cycle from project start-up to financing closing including budgeting, accounting and financial reporting; establishing internal controls with internal audit arrangements; funds flow management including disbursements; and statutory audit throughout the project cycle.

65. The authority to incur expenditure is the approval of the AWPB with expenditure incurred outside the approved AWPB declared ineligible for financing from the loan and grant funds.

66. Regarding the PCU's Financial Management, the focus for 2021 is going to be on the availing of Technical Assistance to help put in place an appropriate control framework and to ensure that financial management capacity at the PCU is built up to the necessary level through training.

67. Regarding procurement, and considering that the national systems do not meet international standards for fair and transparent procurement processes, the full adoption of IFAD's Procurement Handbook and Standard Bidding Documents will be used by the IA and the Government PCU. Both the IA and the PCU will be supported by IFAD through TA to ensure compliance with IFAD procurement processes and procedures and international best practice in procurement. Each contract to be financed by proceeds of IFAD's investment will be included in the Project Procurement Plan (PPP) prepared by the IA, certified by the PCU and receiving No Objection from IFAD. The IA will establish a procurement unit in charge of, inter alia, procurement planning, handling of the bidding process, conducting bid openings and evaluations of bids, and contract monitoring. A Procurement Committee will be established at the IA and the PCU would be expected to review and certify the following documents or actions: procurement plan, draft advertisements and bidding documents, evaluation reports and contract award recommendations, rejection of bids, contracts or contract amendments above pre-defined thresholds.

68. For 2021, there is a plan to procure some goods and services; these are contained in the SSLRP's Procurement Plan. It should be noted that this being the inaugural year of SSLRP implementation, the Procurement Plan was prepared by a consultant. In the subsequent years, the Procurement Plan will be prepared from a consolidated list of goods and services for the different cost centres.

VII. EXPECTED BENEFITS AND BENEFICIARIES

69. The planned period (2021) being the inaugural year of a 6-year implementation period, the focus is expected to be on putting in place processes and procedures to help guide SSLRP implementation for the rest of the project period. Therefore, it is assumed that the number of beneficiaries to be reached will be less than in subsequent years. This is consistent with SSLRP's projected disbursement by semester which is expected to be low at the beginning of the project and will increase in subsequent years.

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70. With regard to benefits, SSLRP will promote climate sensitive agricultural technologies or practices and these are expected to increase productivity, enhance resilience and reduce carbon emissions. However, there will also be non-quantifiable benefits to accrue to different institutions and/or individuals and these will likely be immediate. The different scenarios are presented hereunder:

- a) There will be more capacity to coordinate and oversee effective project implementation;
- b) The watershed management approach being adopted for SSLRP will lead to longer term environmental rejuvenation and returns on improved soil and sustainable access to water; and
- c) There are other non-tangible benefits, such as employment creation from off farm activities and an overall contribution to the stability/livelihood improvement of the target communities.

VIII. CONSTRAINTS, RISKS AND MITIGANTS

71. Presented in the below table are the possible constraints and risks that may hamper the implementation of the SSLRP 2021 AWPB. The table also provides the suggested mitigation measures.

Table 6: Possible Constraints and Risks and Suggested Mitigation Measures

Risk	Risk Mitigation Measures
1. Delay by IA in mobilising Project Team	<ul style="list-style-type: none">• Ensuring close follow up and monitoring of the mobilisation process
2. Delay in procurement resulting in delay in implementation.	<ul style="list-style-type: none">• Ensure the application/use of efficient procurement planning.
3. Delay in disbursement of funds resulting in delay in implementation.	<ul style="list-style-type: none">• Follow proper financial management procedures and ensure submission of all supporting documentation when asking for replenishments.
4. Delayed receipt of No Objection from IFAD resulting in delay in implementation.	<ul style="list-style-type: none">• Ensure proper planning that gives adequate time for receipt of requisite approvals.



Investing in rural people

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Annex 7: Procurement Plan for first 18 months

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department

Guidance Note

Overview of the template

The template provides excel worksheets for (i) Guidance, timelines and (ii) the actual Procurement Plan

Worksheets for the Procurement Plan

SUMMARY	GOODS	WORKS	CONSULTING
---------	-------	-------	------------

- Goods, Works, Consulting:** used to enter procurement plan data.
Note: Non-consulting services should be inserted in any of the categories for Goods, Works and Consulting depending on the nature of the services.
- Summary:** displays a summary of amounts by category, and procurement thresholds.

Worksheets for Guidance and timelines

- Guidance:** quick reference guidance on how to use the template.
- Time Estimation:** estimated timelines by procurement methods, based on experience and guidance in the Procurement Handbook where specified.

Procurement Summary

The Summary worksheet displays basic information, total amounts and procurement thresholds for the project.

Populating the Procurement Plan Summary

Procurement Plan SUMMARY

Country:	Wakanda			
Project Name:	Community Livestock and Agriculture Project (CLAP)			
Project ID:	2000001234			
Version	1.0			
Version Date	01-Jan-20			
Prepared by:				
Approved by:				
Procurement Category	Plan		Actual	
Current	USD	LCU	USD	LCU
Goods	-	-	-	-
Works	-	-	-	-
Consulting Services	-	-	-	-
TOTAL	-	-	-	-

STEP 1: Enter the Country, Project Name, Project ID, Version, Version Date and Name(s) of the person(s) preparing and/or approving the Plan.

Managing versions, updates and upgrades

The Version of the Procurement Plan (and the version date) must be updated for every Update and Upgrade to the Plan. This version update shall be made to the summary sheet only. It will be automatically populated to the other sheets. The first digit (1.0) should be kept for the entire 18 or 12 months period that represents the Plan's duration and changed in the next period/year (for example, Year/Period 1: 1.0. Year/Period 2: 2.0). The second digit represents updates and upgrades.



Do not populate this section. Total amounts are automatically calculated from the Procurement Plan Sheets for each category.

Prior Review Thresholds				Firms - Consulting Services	Individuals Consulting Services
Thresholds	Goods	Works	Non-Consulting Services		
Prior Review	\$ US\$ 0.00	\$ US\$ 0.00	\$ US\$ 0.00	\$ US\$ 0.00	\$ US\$ 0.00
All Direct Contracting and Single-Source Procurements are Prior Review (in alignment with IFAD Procurement Handbook)					
Procurement Method Thresholds		Shopping	NCB	ICB	
Goods	< US\$ 0.00	\$ US\$ 0.00 to \$ US\$ 0.00	> US\$ 0.00		
Works	< US\$ 0.00	\$ US\$ 0.00 to \$ US\$ 0.00	> US\$ 0.00		
Non-Consulting Services	< US\$ 0.00	\$ US\$ 0.00 to \$ US\$ 0.00	> US\$ 0.00		
ICS/COS		LCS	QCBS		
Individuals	< US\$ 0.00	\$ US\$ 0.00 to \$ US\$ 0.00	> US\$ 0.00		
Firms	< US\$ 0.00	\$ US\$ 0.00 to \$ US\$ 0.00	> US\$ 0.00		

STEP 2: Enter the Prior Review Thresholds and Procurement Method Thresholds for the project. These are defined in the Letter to the Borrower.

Planning and Actual data on each procurement item is entered in these worksheets, by category. All worksheets are generally structured the same way.

For each worksheet, 3 rows (Plan, Actual and a blank row) are provided at the top to facilitate copying/pasting of new items, or retrieval of plan date formulas. **Do not edit/delete these rows.**

Goods, Works and Consulting Worksheets

Overall Structure of the Worksheets

Planned	Actual
The 3 rows above are not part of the Plan and must not be modified. Copy these rows to create new procurement items or retrieve Plan Dates formulas if needed.	
Procurement Plan - Goods Wakanda Community Livestock and Agriculture Project (CLAP) Project ID: 2000001234 Prepared by: Approved by: Version: 1.0 Date: 1 Jan 20	The basic information is automatically populated from the Summary table.
Item	Plan
Description	Actual
Billing	Plan
Last Purchase Order	Actual
Project Area	Plan
Plan vs. Actual	Actual
Pre-or Post Qualification	Plan
Plan vs. Actual	Actual
Procurement Method	Plan
Employees	Plan
Amount (\$US)	Plan
Amount (\$US)	Actual
Plan vs. Actual	Plan
Drop-off/On	Plan
No-injection Date	Actual

Plan and Actual total amounts are calculated automatically.

A Procurement item should be expressed in a **Planned Row** and an **Actual Row**, with a blank row at the bottom.

Adding a New Procurement Item

STEP 1: To add a new procurement where rows are still available, fill out all the items in the Plan until you get to the date. This is the “Basic Data” section, and reference to the corresponding AWPB, Procurement No., Description, Funding, Number of Lots, Project Area (where applicable), Procurement/selection methods and the Planned Amount in USD or Local Currency. *The date cells for Goods and Works start with the cell directly under Submission of PreQual docs, and for the Consulting Services worksheet, the cell directly under Submission of REOI.*

AWPB/Commodity Ref	No	Description*	Funding	Project Area	Plan vs. Actual	Shortlist (Yes No)	Prior or Post Review	Procurement Method	Amount (USD)	Amount (LCU)
RRB.CS.D1	1	Climate Vulnerability Assessment	IFAD	All targeted districts	Plan	Yes	Prior Review	GCRS	64 000.00	-
					Actual					

Submission of REOI	No Objection Date	REOI Launch Date
Enter Date		

STEP 2: Based on the selected criteria, you will be prompted to Enter the first date of the process in the relevant field.

EOI Shortlist Procedure							
Plan vs. Actual	Submission of REOI	No Objection Date	REOI Launch Date	EOI Submission Deadline	Submission of Shortlist Report	No Objection Date	Submission of RFP/RCC
Plan	1-Feb-20	8-Feb-20	10-Feb-20	2-Mar-20	15-Mar-20	23-Mar-20	27-Mar-20
Actual							

Planned dates are calculated using formulas, from start to finish. **Note:** If you enter a Procurement Method that is not listed in the dropdown, the formulas will not work, however you may proceed with manual entry.

Modifying Planned Dates



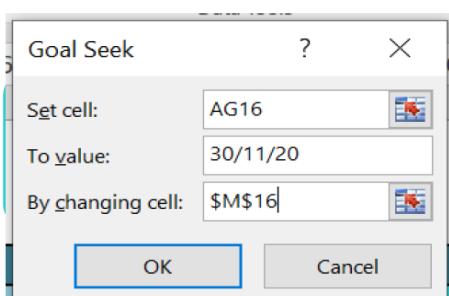
Planned dates provided by the formulas are not prescriptive and may be modified as needed.

- **Planning from Finish to Start:** As long as no manual entries have been made to the planned dates and the formulas are still in place, you can adjust the timeline based on an END DATE as follows:

No-objection Date	Date Contract Award	Date Contract Signature
22-Aug-20	24-Aug-20	31-Aug-20

STEP 1: Follow steps 1 and 2 in the previous section, entering a start date. Once you have planned dates in the cells based on the formulas, select the cell that contains the last/finish date.

STEP 2: Click Data and select the dropdown menu on the button called What-If Analysis. Select the Goal Seek feature from the dropdown.



STEP 3: Fill in the popup box as indicated below:

- Set cell: this is already selected from step 1. If not, click the field and select the cell containing the last/finish date.
- To value: enter the target finish date for the procurement.
- By changing cell: click the field and select the cell containing the first/start date.
- Click OK, and then click OK again on the following popup.

The timeline will be adjusted, with a new calculated start date.

- **Modifying the number of days in the timeline:** This can be done in two ways:

- **Using the Time Estimation worksheet:** Modifying the approximate (Approx) number of days for specific processes (by procurement methods) within the Time Estimation worksheet. **Note:** this timeline applies to all items in the procurement worksheet using that method.
- **Directly modifying planned dates** for a procurement item within the procurement plan worksheet.
Note: modifying dates in the worksheets should be done from earliest to latest date, to ensure remaining dates are adjusted accordingly by the formulas.

Using the Time Estimation Sheet to modify timelines by procurement method

This spreadsheet provides estimated timelines by procurement methods, for each step of the procurement process based on experience and guidance in the Procurement Handbook where specified.

Goods & Works	Procurement Methods	Timeline

ACTION: Identify the Approx cell value for the

Procurement Method	Bid Invitation Date			Bid Closing-Opening			S T
	Min	Max	Approx	Min	Max	Approx	Min
Single Envelope							
RFQ/Shopping (NS/IS)	1	3	1	5	21	14	0
NCB (no PreQual)	1	3	2	30	45	45	0
ICB (no PreQual)	1	3	2	45	70	45	0
LIB (no PreQual)	1	3	2	45	70	45	0
NCB (with PreQual)	1	3	2	30	45	45	0
ICB (with PreQual)	1	3	2	45	70	30	0
LIB (with PreQual)	1	3	2	45	70	45	0
Direct Contracting	1	3	1	7	30	14	0
Two Envelope							
NCB (no PreQual)	1	3	2	30	45	45	3
ICB (no PreQual)	1	3	2	45	70	45	3

step in the process, and procurement method for which you wish to modify the timeline, and change the number of days.

Note: Cells will be highlighted for your attention if the value entered is below the Minimum number of days (as shown in this example).

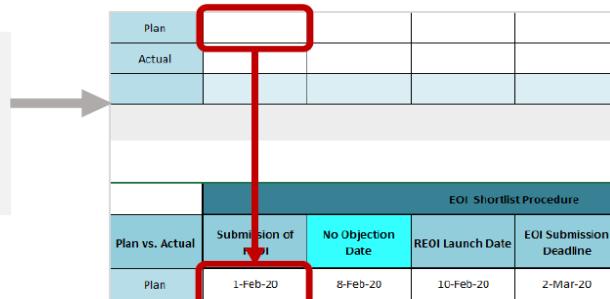
Zero indicates steps that are not applicable to the method, and are indicated as N/A in the Formulas.

Directly modifying planned dates

ACTION: Simply enter new dates manually.

Note: Start editing from earliest to latest to ensure that the following dates are adjusted by the formulas.

Note: If you need to restore one or more planned date formulas, you can do so by copying and pasting the corresponding cell (in the same column) from the upper most row in the worksheet.



Entering Actual Dates and Information

AWPB/Component Ref	No	Description*		Funding	Project Area	Plan vs. Actual	Shortlist (Yes/No)	Prior or Post Review	Procurement Method	Amount (USD)	Amount (LCU)	Plan vs. Actual
RRB-CS-01	1	Climate Vulnerability Assessment		IFAD	All targeted districts	Plan	Yes	Prior Review	QCBS	64 000.00	-	Plan
					All targeted districts	Actual	Yes	Prior Review	QCBS	-	-	Actual
Submission of REOI		No Objection Date	REOI Launch Date	EOI Submission Deadline	Submission of Shortlist Report	No Objection Date			ICS			This cell contains a formula Actual amounts can be entered at the end of the spreadsheet.
1-Feb-20		8-Feb-20	10-Feb-20	2-Mar-20	16-Mar-20	23-Mar-20						
3-Feb-20		9-Feb-20	11-Feb-20	3-Mar-20	16-Mar-20	23-Mar-20						

ACTION: As the procurement processes are implemented, update the Actual Rows for the Basic Data, Actual Dates and finally, the Actual Amount at the end of the worksheet.

Note: Enter the Actual Amount at the end of the worksheet.

Date Contract Award	Date Contract Signature	Amount (USD)
24-Aug-20	31-Aug-20	64 000.00
30-Aug-20	10-Sep-20	60 000.00

Entering Actual Data and Information for Multiple LOTS

In cases of multiple LOTS, insert a new Actual Row for each LOT. The Actual Dates will likely be the same until the Submission of Technical Evaluation Report.

AWPB/Component Ref	No	Description	Funding	Lot No/Description	Project Area
PP.C.01	1	Computer Hardware	IEAD	2 Lots	N/A

STEP 1: Select an Actual Row, Right Click and Insert a new row. Insert as many rows as needed.

STEP 2: In the Lot No./Description section of the Planned Row, indicate the number of LOTS

Lot No/Description	Project Area	Plan vs. Actual	Pre-or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)
2 Lots	N/A	Plan	Post-Qual	Post Review	NS	1	25 000.00

1. Desktops	N/A		Post-Qual	Post Review	NS	1	15 000.00
2. Monitors	N/A	Actual	Post-Qual	Post Review	NS	1	10 000.00

Total Amount		
USD	LCU	
25 000.00	0.00	Plan
25 000.00	0.00	Actual

Amount (USD)	Amount (LCU)	Plan vs. Actual
25 000.00		Plan
15 000.00		Actual
10 000.00	-	Actual

STEP 4: Fill in the information in the Actual Row as shown above.

IMPORTANT: Remember to type “Actual” in the corresponding label cells to ensure that all actual amounts are included in the Total Actual Amount.

Adding Rows for New Procurement Items

					Plan		
					Actual		

The 3 rows above are not part of the Plan and must not be modified. Copy these rows to create new procurement items or retrieve Plan Dates Formulas if needed.

Procurement Plan - WORKS

Version	1.0	Country:	
Date	1-Jan-20	Project/Programme:	
		Project ID:	
AWPB/Component Ref	No	Description*	Funding

For all worksheets (Goods, Works, Consulting), 3 rows (Planned row, Actual row, and the blank row) are provided at the top of the worksheet, before the start of the Procurement Plan.

! Do not modify or delete these rows. They are not part of the Plan and serve only to create new procurement items or retrieve formulas if needed.

To add rows for a new procurement item

1

Scroll to the top of the worksheet and select the first 3 rows.



Quick tip:

Hover the mouse over the first row number until you see a small black arrow, then click and drag down to the 3rd row.

2

Copy the selected rows

Right click anywhere within the selected area and select **Copy** on the dropdown menu.
OR press **CTRL + C** on the keyboard.

3

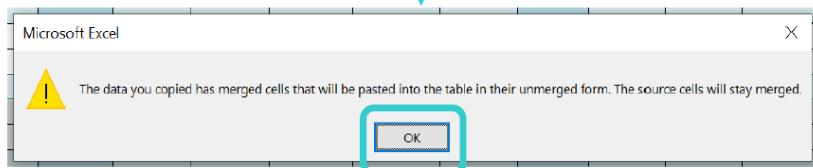
Paste the rows at the end of the Plan

33			
34			
35			

Select the first cell right underneath the last row in the worksheet, and press **CTRL + V**

4

Click OK on the following popup.



Things to Note

- !**
- χ Do not insert or delete a column in the Time Estimation worksheet;
 - χ Users are advised against inserting or deleting columns in the worksheets for Goods, Works, Consulting. If this is necessary, please note that the automation will be lost and manual entry will be required;
 - χ Do not copy rows and columns from other Plan worksheets to paste in a worksheet;
 - χ Users of the Plan are advised not to change any of the formulas in the document, with the exception of changing dates (a copy of the formulas are provided at the top of every worksheet for new rows or inadvertent deletions).

Procurement Plan SUMMARY				
Country:	South Sudan			
Project Name:	South Sudan Livelihoods and Resilience Project (SSLRP)			
Project ID:				
Version	1.0			
Version Date	01-Dec-20			
Prepared by:	Nelson Oluoch			
Approved by:	Bernadette Mukonyora			
Procurement Category	Plan		Actual	
Currency	USD		USD	
Goods	195 049.00	-	-	-
Works	-	-	-	-
Consulting Services	740 777.00	-	-	-
TOTAL	#####	-	-	-

Prior Review Thresholds							
Thresholds		Goods		Works	Non-Consulting Services	Firms - Consulting Services	Individuals - Consulting Services
Prior Review		≥ US\$ 20,000.00		≥ US\$100,000.00	≥ US\$ 10,000.00	≥ US\$ 10,000.00	≥ US\$ 10,000.00

All Direct Contracting and Single-Source Procurements are **Prior Review** (in alignment with IFAD Procurement Handbook).

Procurement Method Thresholds				
	Shopping		NCB	ICB
Goods	< US\$ 20,000.00		≥ US\$20,000.00 to < US\$	> US\$ 200,000.00
Works	< US\$50,000.00		≥ US\$50,000.00 to < US\$	> US\$ 700,000.00
Non-Consulting Services	< US\$10,000.00		≥ US\$ 10,000.00 to ≤ US\$ 100,000.00	> US\$ 100,000.00
	ICS/CQS		LCS	QCBS
Individuals	< US\$10,000.00		≥ US\$10,000.00 to < US\$	> US\$50,000.00
Firms	< US\$10,000.00		≥ US\$10,000.00 to < US\$	> US\$50,000.00

Procurement Plan - Goods

South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)

Project ID:

Procurement Methods
 NS: National Shopping
 IS: International Shopping
 NCB: National Competitive Bidding
 ICB: International Competitive Bidding
 LB: Local Bidding
 DC: Direct Contracting

Total Amount						
USD						
295 000.00	0.00	0.00	0.00	0.00	0.00	0.00
Plan	Actual	Actual	Actual	Actual	Actual	Actual

Version	I&B	I-Oeo-20		Basic Data							Pre-Qualification							Bidding Process					Bid Evaluation			Contract Award & Signature						
		Description	Funding	Lot No/Description	Project Area	Plan vs. Actual	Pre- or Post Qualification	Prior or Post Review	Procurement Method	Deliveries	Amount (USD)	Amount	Plan vs. Actual	Submission of Pre-Qual. Docs	No-objection Date	Pre-Qual. Initiation Date	Pre-Qual. Closing Date	Submission of Pre-Qual Report	No-objection Date	Submission of PIR by year*	Submission of BD	No-objection Date	Bid Invitation Date	Bid Closing / Opening	Submission Tech Eval Rpt*	No-objection Date	Submission Combined Eval Rpt*	No-objection Date	Plan vs. Actual	Issue of NOTA&Standstill	Date Contract Award	Date Contract Signature
		1	IFAD	All Areas	Plan	Post Qual.	Post Review	NS	1	5 563.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	1-Feb-21	N/A	2-Feb-21	10-Feb-21	N/A	N/A	23-Feb-21	N/A	Plan	20-Feb-21	25-Feb-21	27-Feb-21		
					Actual							Actual																Actual				
		2	IFAD	All Areas	Plan	Post Qual.	Prior Review	NCB	1	35 870.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	1-Feb-21	8-Feb-21	10-Feb-21	27-Mar-21	N/A	N/A	10-Apr-21	17-Apr-21	Plan	29-Apr-21	6-May-21	8-May-21		
					Actual							Actual																Actual				
		3	IFAD	All Areas	Plan	Post Qual.	Prior Review	NCB	1	35 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	15-Feb-21	22-Feb-21	24-Feb-21	25-Apr-21	N/A	N/A	24-Apr-21	1-May-21	Plan	13-May-21	20-May-21	22-May-21		
					Actual							Actual																Actual				
		4	Production and dissemination of various extension messages through Audio visual methods	All Areas	Plan	Post Qual.	Prior Review	NCB	1	21 886.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	19-Feb-21	23-Feb-21	28-Feb-21	10-Apr-21	N/A	N/A	24-Apr-21	1-May-21	Plan	13-May-21	20-May-21	23-May-21		
					Actual							Actual																Actual				
		5	Publication and dissemination of workshop proceedings (magazines)	All Areas	Plan	Post Qual.	Prior Review	NCB	1	11 374.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	15-Feb-21	22-Feb-21	24-Feb-21	10-Apr-21	N/A	N/A	24-Apr-21	1-May-21	Plan	11-May-21	20-May-21	22-May-21		
					Actual							Actual																Actual				
		6	Double Cabin Vehicle	All Areas	Plan	Post Qual.	Prior Review	NCB	1	45 225.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	Enter Date				N/A	N/A		Plan				Actual		
					Actual							Actual																Actual				

Procurement Plan - Consulting

South Sudan

South Sudan Livelihoods and Resilience Project (SSLRP)

Project ID:

Approved by: Nelson Olouch

Prepared by: Nelson Olouch

Total Amount							
USD				LCU			
740 777.00				0.00			
0.00				0.00			

Selection Methods:
 QCBSC: Quality and Cost-Based Selection
 QBS: Quality-Based Selection
 CQS: Selection by Consultants' Qualifications
 LCS: Lowest Cost Selection
 FBS: Fixed Budget Selection
 ICS: Individual Consultants Selection
 SSS: Sole Source Selection

Version	1.0	8-Jun-24	Basic Data								EOI/ Shortlist Procedure						Proposal Process				Evaluation				Contract Award & Signatures							
			Award/Cmp event ref	No	Description*	Funding	Project Area	Plan vs. Actual	Shortlist Yes/No	Prior or Post Review	Procurement Method	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of REDI	No Objection Date	REDI Launch Date	EDI Submission Deadline	Submission of Shortlist Report	No Objection Date	Submission of RFP/RQC	No-objection Date	RFP/RQC Launch Date	Proposal submission deadline	Submission of TIR	No-objection Date	Submission of CER	No-objection Date	Plan vs. Actual	Issue of NOTIF&Standee	Negotiations completed	Submission of Draft Contract and MoU
1	Consultant on GALS Methodology	IFAD	All Areas	Plan	No	Prior Review	LCG	10 254.00	-	-	Plan	N/A	N/A	N/A	N/A	N/A	2-Jan-21	9-Jan-21	11-Jan-21	5-Feb-21	19-Feb-21	26-Feb-21	12-Mar-21	19-Mar-21	Plan	31-Mar-21	21-Apr-21	25-Apr-21	2-May-21	4-May-21	11-May-21	
			Actual								Actual															Actual						
2	TA to support CBOs development process	IFAD	All Areas	Plan	Yes	Prior Review	QCBS	165 825.00	-	-	Plan	15-Feb-21	22-Feb-21	24-Feb-21	17-Mar-21	31-Mar-21	7-Apr-21	11-Apr-21	18-Apr-21	20-Apr-21	4-Jun-21	18-Jun-21	25-Jun-21	9-Jul-21	16-Jul-21	Plan	28-Jul-21	18-Aug-21	23-Aug-21	29-Aug-21	31-Aug-21	7-Sep-21
			Actual								Actual															Actual						
2	TA to support CDP Preparation Process	IFAD	All Areas	Plan	No	Prior Review	QCBS	70 993.00	-	-	Plan	N/A	N/A	N/A	N/A	N/A	15-Feb-21	22-Feb-21	24-Feb-21	10-Apr-21	24-Apr-21	1-May-21	15-May-21	23-May-21	Plan	3-Jun-21	24-Jun-21	28-Jun-21	5-Jul-21	7-Jul-21	14-Jul-21	
			Actual								Actual															Actual						
2	Consultant to develop CDP groups	IFAD	All Areas	Plan	No	Post Review	ICS	1 200.00	-	-	Plan	N/A	N/A	N/A	N/A	N/A	15-Feb-21	N/A	17-Feb-21	10-Mar-21	24-Mar-21	N/A	N/A	N/A	Plan	5-Apr-21	19-Apr-21	23-Apr-21	N/A	25-Apr-21	2-May-21	
			Actual								Actual															Actual						
3	Assessment of Rural Roads	IFAD	All Areas	Plan	Yes	Prior Review	QCBS	100 000.00	-	-	Plan	1-Feb-21	8-Feb-21	10-Feb-21	3-Mar-21	17-Mar-21	24-Mar-21	28-Mar-21	4-Apr-21	6-Apr-21	21-May-21	4-Jun-21	11-Jun-21	25-Jun-21	2-Jul-21	Plan	14-Jul-21	4-Aug-21	8-Aug-21	15-Aug-21	17-Aug-21	24-Aug-21
			Actual								Actual															Actual						
4	Assessment of Water Supply Options	IFAD	All Areas	Plan	Yes	Prior Review	QCBS	200 000.00	-	-	Plan	1-Feb-21	8-Feb-21	10-Feb-21	3-Mar-21	17-Mar-21	24-Mar-21	28-Mar-21	4-Apr-21	6-Apr-21	21-May-21	4-Jun-21	11-Jun-21	25-Jun-21	2-Jul-21	Plan	14-Jul-21	4-Aug-21	8-Aug-21	15-Aug-21	17-Aug-21	24-Aug-21
			Actual								Actual															Actual						
5	Assessment of Post Harvest Infrastructure	IFAD	All Areas	Plan	Yes	Prior Review	QCBS	50 000.00	-	-	Plan	1-Feb-21	8-Feb-21	10-Feb-21	3-Mar-21	17-Mar-21	24-Mar-21	28-Mar-21	4-Apr-21	6-Apr-21	21-May-21	4-Jun-21	11-Jun-21	25-Jun-21	2-Jul-21	Plan	14-Jul-21	4-Aug-21	8-Aug-21	15-Aug-21	17-Aug-21	24-Aug-21
			Actual								Actual															Actual						
6	Consultant Development of National Cooperatives Policy Frameworks	IFAD	All Areas	Plan	Yes	Prior Review	QCBS	61 507.00	-	-	Plan	15-Feb-21	22-Feb-21	24-Feb-21	17-Mar-21	31-Mar-21	7-Apr-21	11-Apr-21	18-Apr-21	20-Apr-21	4-Jun-21	18-Jun-21	25-Jun-21	9-Jul-21	16-Jul-21	Plan	28-Jul-21	18-Aug-21	23-Aug-21	29-Aug-21	31-Aug-21	7-Sep-21
			Actual								Actual															Actual						
7	Baseline Survey	IFAD	All Areas	Plan	Yes	Prior Review	QCBS	81 000.00	-	-	Plan	1-Feb-21	8-Feb-21	10-Feb-21	3-Mar-21	17-Mar-21	24-Mar-21	28-Mar-21	4-Apr-21	6-Apr-21	21-May-21	4-Jun-21	11-Jun-21	25-Jun-21	2-Jul-21	Plan	14-Jul-21	4-Aug-21	8-Aug-21	15-Aug-21	17-Aug-21	24-Aug-21
			Actual								Actual															Actual						
											Plan															Plan						
											Actual															Actual						
											Plan															Plan						
											Actual															Actual						
											Plan															Plan						
											Actual															Actual						

Day Ranges These tables provide estimated timelines by procurement methods, based on experience and guidance in the Procurement Handbook where specified.

The approximate number of days are used in the default Procurement Plan Formulas. Timelines in the Approx fields/Formulas are not prescriptive, and may be modified by the project.

Approx figures entered will be highlighted flagged, if below the Minimum number of days. Zero indicates steps that are not applicable to the method, and are indicated as N/A in the Formulas.

Goods & Works

L18 [With Info]

1. Some procurement methods for low-value processes might require No Objections b
2. RFP: Request for Proposals: standard procurement document used for Services

3. RCO: Requests for Consultants Qualifications; Procurement document used for COS and LCS. The RFP is used for all other procurement methods

4. Consulting services and Good/Works methods could either be used for Non-Consulting Services.

5. All days are calendar days

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Annex 8: Project Implementation Manual (PIM)

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department



Investing in rural people

Republic of South Sudan

South Sudan Livelihood and Resilience Project (SSLRP)

PROJECT IMPLEMENTATION MANUAL (PIM)

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Abbreviations and Acronyms

AfDB	African Development Bank
AWPB	Annual Work Plan and Budget
BIA	Beneficiary Impact Assessment
CAMP	Comprehensive Agriculture Master Plan
CAP	Community Action Plan
CBM&E	Community-Based Monitoring and Evaluation
CDC	County Development Committee
CDD	Community-Driven Development
CoE	Council of Elders
COSOP	Country Strategic Opportunities Programme
COVID-19	Corona Virus Disease of 2019
CSN	Country Strategy Note
CSO	Civil Society Organisation
DRC	Democratic Republic of Congo
EA	Environmental Assessment
EIRR	Economic Internal Rate of Return
ENRM	Environmental and Natural Resources Management
ESMF	Environmental and Social Management Framework
FAO	Food and Agriculture Organisation of the United Nations
FDI	Foreign Direct Investment
FM	Financial Management
GAM	Global Acute Malnutrition
GAP	Good Agricultural Practices
GBV	Gender Based Violence
GDI	Gender Development Index
GDP	Gross Domestic Product
GINI	Gross National Income
GoSS	Government of South Sudan
GRM	Grievance Redress Mechanism
HDI	Human Development Index
IDMP	Irrigation Development Master Plan
IDP	Internally Displaced Person
IFI	International Financing Institution
KM	Knowledge Management
LIPWs	Labour Intensive Public Works
LTB/R	Letter to the Borrower/Letter to the Recipient
MAD	Minimum Acceptable Diet
MAFS	Ministry of Agriculture and Food Security
M&E	Monitoring and Evaluation
MFI	Micro-Finance Institution
MTR	Mid-Term Review
NBS	National Bureau of Statistics
NALEP	National Agriculture and Livestock Extension Policy
NGO	Non-Governmental Organisation
NPV	Net Present Value
PCP	Public Consultation Plan
PCR	Project Completion Review
PCRRDP	Post-Crisis Rural Recovery and Development Programme
PDO	Project Development Objective
PDR	Project Design Report
PFM	Public Financial Management
PIM	Project Implementation Manual

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PP	Procurement Plan
RBAs	Rome-Based Agencies
SACCO	Savings and Credit Cooperative Organization
SDG	Sustainable Development Goal
SECAP	Social, Environmental and Climate Assessment Procedures
SMS	Subject Matter Specialists
SO	Strategic Objective
SSDI	South Sudan Development Initiative
SSDP	South Sudan Development Plan
SSLDP	South Sudan Livelihood Development Project
SSLRP	South Sudan Livelihood and Resilience Project
SSNBS	South Sudan National Bureau of Statistics
SSP	South Sudan Pound
STRERP	Short-Term Regional Emergence Response Project
SUN	Scaling Up Nutrition
SWC	Soil and Water Conservation
TA	Technical Assistance
ToC	Theory of Change
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
USD	United States Dollar
VDC	Village Development Committees
VSLA	Village Savings and Loan Association
WASH	Water, Sanitation and Hygiene
WOP	Without Project
WP	With Project

PART I: FRAMEWORK AND RESPONSIBILITIES

I.1: Definitions

1. **Agro-pastoral Field School (AFS) approach** – It is an adaptation of the innovative, participatory and interactive learning approach from the Farmer Field Schools (FFS), for pastoralist and agro-pastoralist (as known from Uganda, Ethiopia, Kenya).
2. **Community-driven Development Plan (CDP)** – Is the product of a technically guided facilitation process in which CBOs members - with interests in development within the menu of the project's activities - undergo, to articulate, prioritise and participate in defining the pathways they will take to implement the action plans. CDPs are effective demands arrived at under guided facilitation that can be implemented by the groups as subprojects. The various activities prioritised are then consolidated into an actionable plan, both immediate and medium term, costed and approved by the County Development Committees. The approved CDPs become subprojects that are named and managed by the project management committee selected by the CBOs.
3. **Community-Based Organisation (CBO)** – Community-based organisation in this project refers to groups of individual household members - women and/or men, or volunteer and/or governing organisations/entities like Associations, Elders and Village Development Committees - that have either social or political responsibilities to specified constituencies. CBOs, on the one hand, as community groups are formed based on interests or connectedness with some intentions of working together to address common and demand driven interests like resolving household food insecurity through food production and/or trade. In the circumstance, they elect Committees to manage their CDPs. On another hand, CBOs may be already organised volunteers service providers with defined constituencies like is the case of Associations and Elders. They normally execute their social or political roles, which are public roles and responsibilities in this project on behalf of their members.
4. **Community facilitation** - is both a process and a tool that will be moderated by trained female and male Community Facilitators [CFs]. As a process, it walks communities through their needs and challenges, enables them to articulate the issues and to prioritise them. And with the support of subject matter specialists, communities will translate these concerns into actionable community development plans [CDPs] that will be managed by them. As a tool, however, it is used to inform all areas of decisions by ensuring that every category of the beneficiaries are consulted [inclusiveness] and that new ideas and themes inform the CDPs, are integrated and/or mainstreamed into the CDPs - including all the core themes of IFAD and government on gender, inclusivity, climate change, etc..
5. **Climate Smart Agriculture (CSA)** – Comprises the actions needed to transform and reorient agricultural systems to effectively support development and ensure food security under a changing climate. It aims at sustainably increasing agricultural productivity and incomes and adapting and building resilience to climate change. The term covers practices such as: a) Conservation Agriculture (CA), water and soil management, integrated production systems with efficient use of resources and less external inputs, diversification to increase resilience, etc.
6. **Conservation Agriculture (CA)** – Conservation agriculture is the combination of minimum soil disturbance, continuous soil cover and crop rotation. Conservation agriculture has three principles: a) Continuous minimum mechanical soil disturbance; b) permanent organic soil cover; and c) diversification of crop species grown in sequences and/or association. When these three “principles” are implemented together and are associated with supportive agronomic measures, CA has the potential to reduce losses in soil organic matter associated with traditional tillage, raise fertility levels, improve rainfall infiltration and water use efficiency, reduce erosion, and improve biodiversity in the soil.
7. **Farmer Field School (FFS) approach** – It is a methodology originally developed by the Food and Agriculture Organization (FAO) as a participatory approach for people-

centred learning. Practical field exercises using direct observation, discussion and decision making encourage learning-by-doing and participants can exchange knowledge in a risk-free environment. Local knowledge and outside scientific insights are tested, validated and integrated directly in farmers' gardens, under their localized ecosystems and socio-economic settings.

8. **Livelihood zones** -define geographic **areas** of a country where people generally share similar options for obtaining food and income - that is, grow similar types of crops and rear similar types of livestock - and have similar access to markets. The Project area are categorised in the following zones:

- a) *Ironstone Plateau Agro-pastoralism* - Terekeka County falls in this zone. The zone is predominantly agro-pastoral. Cereal and legume crop production and cattle and small livestock drive the local economy. It is a moderately productive zone. It is an area with unimodal rainfall - from April to October - ranging from 950-1,300 mm. The climate is suitable for cattle, cereals, pulses and the small ruminants - which are the lifeline of the local economy. The area is moderately productive and sparsely populated.
- b) *Equatoria maize and cassava zones* - comprises Kajo Keji and part of Magwi Counties, which are situated in the Greenbelt agro-ecological zones - with the livelihood patterns dominated by crop production and supplemented by some livestock, fisheries, hunting, etc. Households in the zone practice mixed farming and their wealth is measured by the size of the area cultivated in feddans. These areas are very productive and are recognised for surplus production for the country. It is a bimodal rainfall with precipitation ranging from 1,100-1,600 mm and with very rich soils.
- c) *Highland forest and Sorghum zones* - The southern part of Magwi County and Torit fall under this livelihood system, which is predominantly a cereal economy with low livestock numbers. The local economy is dependent on rainfed agriculture cultivation with less reliance on livestock. A complementary source of livelihoods includes exploitation of forest products, labor and trade activities. In a typical year, all wealth groups depend chiefly on their own crop production, supplemented by wild foods, dry fish, and market purchase for the poor. It is a cereal deficient area because of low production and low rainfall. It is also a unimodal rainfall area stretching from April to November but with plantain period ending in July.
- d) *Eastern plains sorghum and cattle zone* - This covers central Jonglei and the northern part of Eastern Equatoria. Local livelihoods are rain-fed agro-pastoralism - cultivation of crops and livestock rearing, supplemented by fishing, hunting, and gathering of a large range of wild foods and bush products. This is a known deficit production area, however, abundant in fish and livestock products. It is a unimodal rainfall pattern, precipitation is 800-900 mm per annum. There are two distinct seasons: the rainy season from May to November and the dry season from December to April.

9. **Food Insecurity** – It is the inability to obtain sufficient food (in terms of calories) and other essential goods and services to lead a healthy life.

10. **Guided facilitation** - Refers to a deliberate attempt by CFs to balance between open-ended processes and one that is development oriented especially in the present context, but without suppressing the actual needs of the beneficiaries. By bringing technical support on board at all moments of guidance, the CFs ensure that the development of the CDFs not only conform to what are eligible expenditure lines [effective demand]. It also ensures that funding of the CDPs will only proceed after all the other constraints that would impede a development approach are addressed.

11. **Implementing Agency (IA)** – It is the agency assigned the responsibility of implementation of the project. It leads the participatory process preparing the Annual

Work Plan and Budget (AWPB) and receives funding to support implementation of the approved activities.

12. Letter to the Borrower (LtB):

13. Nutrition-related Knowledge, Attitude and Practices (KAP) survey – It assess and explore peoples' KAP relating to nutrition, diet, foods and closely related hygiene and health issues. KAP studies are mainly used to: a) collect key information during a situation analysis, feeding into the design of nutrition interventions; and b) to evaluate nutrition education interventions.

14. Para-vets – These are community-based extension workers who have received simple training in veterinary services. They are private service providers who move around in the communities. They charge 'reasonable' fees for the services rendered, such as: a)

15. Project Implementation Manual (PIM) – It is an annex to the Project Design Report (PDR). It provides practical guidance to Project implementers on key implementation aspects. It describes in detail how the Project components and activities outlined in the PDR are intended to be implemented. The PIM outlines the detailed mechanisms, processes and procedures, formats, eligibility criteria, etc. which will ensure efficient Project implementation and achievement of the envisaged results. The PIM is a living document and may be updated at any time, as needs arise, during implementation.

16. Project Management Committee or Subproject Management Committee (PMC or SPMC) - These are elected members of a group that has undergone a facilitation process and after clearly defining their CDPs, elect members who will help them in managing the affairs of the subproject. SPMC continues to liaise with members to SSLRP and other stakeholders

17. Time and Labour Saving Technologies (TLST) and practices – These are tools and equipment that reduce the drudgery and/or improve the efficiency of performing various farming, off-farm and household activities. These may include: a) the use of draught animals for land preparation, planting, weeding and rural transport; b) cooking on fuel efficient stoves; c) harvesting roof water for domestic purposes, agro processing and value addition, etc.

18. Watershed – It is a hydrological unit that discharges rainfall runoff to an outlet in the downstream. It has been described and used as a physical-biological unit that could be easily monitored using objectively verifiable indicators and also, on many occasions, as a socio-economic-political unit for planning and management of natural resources.

19. Watershed Management Plans (WMPs) are consolidated overviews of a given watershed, identifying geographical features of the watershed, of the main economic activities, in particular farming and livestock, as well as the local communities. They represent a holistic planning approach for project site selection. They are finalized upon site selection and technical assessment of proposed project activities.

20. Water Users Association (WUA) – It is a local institution established with the objective of supporting the construction of water-related schemes and managing them after completion. Its major roles include a) creating an enabling environment (including community contribution/mobilization) during construction; b) ensure proper distribution of water after construction; c) managing water conflicts as well as carrying out the operation and maintenance. This could be an irrigation scheme, a multipurpose water point, etc.

21. Crisis Modifiers – refers to innovative risk management tools that rely on greater flexibility in the development – humanitarian nexus, allowing for development funding to address urgent humanitarian needs that may prevent longer-term engagement, and erode the benefits from long-term development.

I.2: Project Overview

22. SSLRP was jointly designed by GoSS and IFAD. The project's rationale is premised on the fact that, despite the formation of the Government of National Unity, the context remains fragile with localised inter-community conflict driven by competition for natural resources, adverse weather conditions and flooding, as well as the risk of a perpetuated humanitarian crisis if the returnees and the general population are not integrated into the economy. The main risk is the resumption of national scale instability, if the peace deal fails. It is therefore critical that efforts towards re-integration of the rural population into viable livelihood opportunities are given priority, as an important strategy towards the sustenance of the peace agreement. There is strong evidence on the role of sustainable human development in discouraging people (including young people) from engaging in acts of violence²⁵.

23. SSLRP's goal is to contribute to improved and resilient livelihoods among the targeted rural communities. The Project Development Objective is to empower communities to participate in decision-making processes that will recover agriculture livelihoods, build household resilience and promote stability.

24. The project will be implemented with particular emphasis on the following themes:

- *Gender* - South Sudan has a Gender Development Index (GII) of 0.839. The country has a patriarchal society that keeps strict gender norms and rigid gender roles. The main obstacles to women's meaningful participation are cultural norms which limit access to, and control of primary resources, affordable credit, knowledge, information, and agriculture inputs. Women's poverty is exacerbated by gender-based discrimination and violence. Women's empowerment is hindered by cultural and traditional practices, such as early marriage, or forced girl-school-drop out;
- *Youth* - South Sudanese youth account for over 70% of the population but with a literacy rate of 27%. Their levels of human capital are extremely low with 94% of young persons entering the labour force with less than primary education. Youth employment is dominated by low-productivity, unremunerated work concentrated in the agriculture sector with 60% of them employed in, primarily, subsistence farming and 88% in non-wage work. An exceptionally large share of the active population is found in non-wage, low-productivity employment concentrated in the agriculture sector;
- *Food and Nutrition Security* – South Sudan continues to experience high levels of food insecurity with 69.2% of households across the country affected. These levels remain elevated due to persistent poor macroeconomic conditions and the impact of flooding on livelihoods. High prices of food commodities and sustained depreciation of the South Sudanese pound against the United States Dollar has reduced the purchasing power of vulnerable households who are dependent on markets to meet their food and other basic needs. At the same time, Global Acute Malnutrition (GAM) at national level is at 12.6%; 2.4 percentage points short of the critical phase (15 percent) of malnutrition. This situation is aggravated by high morbidity rates, poor quality of diet and flooding that contribute to displacements and disruption of households' livelihoods and water. Nutrition mainstreaming will promote diversification and sustainable intensification of food production to improve the availability, affordability, stability, and consumption of diverse foods and promote healthy, nutritional and sustainable diets for all, in an environment of increased climate resilience;
- *Fragility* – South Sudan is a very fragile state. It remains the third most fragile state in the world, after Yemen and Somalia, resulting from a long drawn conflict driven by historical, political, social and economic marginalization. Because of the fragility situation, people tend to be more degrading of the farmlands and forests

leading to the population becoming extremely vulnerable to the impacts of increased warming as well as unpredictable and reduced rainfall.

25. **Project Components** – SSLRP's development objective will be achieved through the effective implementation of two technical components: a) Community Driven Development Planning and b) Agriculture Production and Rural Livelihood Support. The third component, Project Support and Capacity Building, will seek to ensure that SSLRP is effectively implemented, including the provision of capacity building to selected GoSS institutions at the central and local levels and supporting the development of key policies (i.e. Cooperatives Policy Framework and Rural Financial Policy Framework). Capacity building activities will not only contribute to effective project implementation but will also increase the likelihood of sustaining successful project interventions. Lastly, *the fourth component*, Disaster Risk Reduction and Management, will provide a timely response to adverse conditions (e.g. weather extremities, pest attack, localised conflict, COVID-19 pandemic, etc.).

26. **Component 1: Community Driven Development Planning** – the objectives are to: a) build strong and inclusive Community Based Organizations (CBOs) that will serve as promoters and managers of socio-economic change; b) work with CBOs to develop climate and gender responsive Community Development Plans (CDPs), that respond to the priorities identified by communities, women and the youth; and c) identify strategic infrastructure investments that will complement and enhance the effectiveness of the CDPs. The CDD process will be underpinned by *County Profiles*, which will assist in identifying key opportunities and constraints, including market dynamics, infrastructure gaps, and context for IFAD's mainstreaming themes (gender, youth, nutrition, environment), which will inform the preparation of the CDP guidelines. SSLRP foresees a process of *guided facilitation*, by external specialists who will work with CBOs in the elaboration of CDPs. Households and communities will engage in a participatory process of problem analysis, opportunity identification and prioritization and development of the CDP that responds to household and community development needs. The expected outcome would be 'communities empowered to plan and implement investments that build household and community assets'.

27. **Component 2: Agriculture Production and Rural Livelihood Support** – the objectives are to: a) improve household's food and nutrition security through well facilitated investments in smallholder agriculture production and off-farm activities; b) stabilise food consumption of households returning from refugee and displacement camps in the Project area, and to strengthen the resilience of female-headed households and the youth by providing cash for intensive labour-based work that create supportive and productive community assets for livelihood investments; and c) improve rural access and services through investments in climate resilient community infrastructure that are strategic and aligned to households' livelihoods support identified under Component 1. The specific activities to be funded include all CDPs generated under Component 1 and other strategic investments identified through the *County Profile* studies, and these include: a) increased smallholder agriculture production and productivity; b) income generation activities through non-farm activities -may include enhancing productivity of local employments, improving skills for the youth, improving poor access to local markets by targeting improvement in rural infrastructure, reducing post-harvest losses, promoting market linkages, etc.; and c) support a mix of machine and labour-based rehabilitation and/or construction of climate resilience community infrastructure that are fully aligned to investments in rural livelihood CDPs supported. Strategic investments could include water for production and *ecological (green) infrastructure* and improvements to community access roads. The outcome for Component 2 would be 'improved access to productive assets, services and climate resilient infrastructure'.

28. **Component 3: Project Support and Capacity Building** – will support effective implementation of the CDD approach and addressing systemic capacity gaps identified through a Systems and Capacity Needs Assessment. Component 3 will also strengthen

capacities of GoSS staff at the national, State and County levels, to facilitate participatory planning and development processes and support the development of a Cooperative Policy Framework.

29. **Component 0. Disaster Risk Reduction and Management** – The objective of this component is to ensure that in the event of a disaster, whether environmental or man-made, SSLRP can adequately respond to safeguard the developmental gains of the project. This component can only be triggered after the declaration of an emergency situation by GoSS, and/or in agreement with GoSS. It will facilitate '*crisis modifiers*', to enable early action and rapid response to crises that manifest in project areas, to finance activities that are not foreseen but deemed critical to prevent the sustain resilience and strengthen the maturity of resilience outcomes attainable over the lifecycle of SSLRP. Funds would be reallocated from other components to support crisis modifiers, as well as continuous resource mobilization with Development Partners for possible grant funds to support the 'crisis modification'.

I.3: Targeting Strategies

Geographical targeting and project intervention area

30. **Geographical Coverage** – SSLRP will be implemented in three States and five counties: Eastern Equatoria State (Magwi and Torit); Central Equatoria State (Kajo Keji and Terekeka) and Jonglei State (Bor). The target areas were jointly selected by GoSS and IFAD. Considering that the vulnerability status in South Sudan in terms of poverty, food insecurity, education level and malnutrition is almost homogenous across all regions, The following criteria were therefore applied to select the project area: a) food production corridors (Greater Equatoria accounts for 40 percent of the country's cereal production, while Jonglei has the highest livestock numbers and high levels of fishing activities); b) States that are hosting high numbers of returnees (the 3 selected States account for the highest concentration of returnees); c) potential to build on previous IFAD investments of SSLDP in Eastern and Central Equatoria and other development partners; d) stability and low risk of future conflict; and e) accessibility due to infrastructure gaps. See table 1 for a demographic characteristics of each state.

Table 1: Demographic Characteristics

State	Poverty Index	County	Population	% Farming Households	HH Cultivated area (Hectare)	Returnees
Central Equatoria	76	Kajo Keji	105 783	90	1.54	60 139
		Terekeka	162 289	90	-	-
Eastern Equatoria	93	Magwi	185 028	90	1.27	88 518
		Torit	154 976	90	-	340
Jonglei	98	Bor South	239 320	87	-	1716
847 396					130 225	

31. **County Characteristics:** The three States comprise a total of 847,396 food insecure people out of which 550,807 (65%)¹ are classified as being in critical situation according to IPC classification. They host a combined total of 130,255 returnees with 67% of them being in Eastern Equatoria, 30% in Central Equatoria and the least in Jonglei with less than 5%. The number of persons with disabilities based on a national average of 15% is 94,962. This will however have to be verified before commencement of project activities as localised estimates were not available at the time of design. Agricultural households account for over 90% in Eastern Equatoria and Jonglei and 76% in Central Equatoria where wages and salaries are also significant source of livelihood. Fisheries is also a prominent livelihood activity in Jonglei thanks to the Blue Nile. Women headed households among

¹ IPC South Sudan April 2020

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host population is 24% and 63% among the returnees. Women account for 51% while youth (15-35) 70%² of the total population. The table below gives characteristics of the target population by County; it also gives Payams by County.

Table 2: Characteristics of the Target population

State /County	Payam	Bomas in Payam (#)	Popn	% County	Popn in Rural	Popn in Agric and Liv	% Poverty MPI	Returnees	PWD	#Hhds to be Targeted	Target Population	% of population	Women 60%	Youth 70%	PWD	Returnees	
CE								60139									
Kajo Keji					66%	56%	76%	39681	15%							35%	
Kangapo I	5	24119	23%	15918	8914	12034	9047	1805	717	4161	2497	2913	208	1457			
Kangapo II	5	28773	27%	18990	10634	14357	10793	2153	856	4965	2979	3475	248	1738			
Lire	5	16925	16%	11171	6256	8445	6349	1267	504	2920	1752	2044	146	1022			
Liwole	5	23590	22%	15569	8719	11770	8849	1766	702	4070	2442	2849	204	1425			
Nyepo	5	12377	12%	8169	4574	6175	4643	926	368	2135	1281	1495	107	747			
Total	25	105783		69817	39098	31418	39681	7917	3147	18252	17%	10951	12776	913	6388		
CE													0	0			
Terekeka					0,66	56%	0,756	0					0	0			
Gameiza	5	8439	5%	5570	3119	4211		632	252	1460	876	1022	73				
Mun	5	20286	13%	13389	7498	10122		1518	605	3510	2106	2457	176				
Nyori	5	12659	8%	8355	4679	6316		947	378	2190	1314	1533	110				
Reggo	5	22234	14%	14674	8218	11094		1664	663	3847	2308	2693	192				
Rijong	5	9900	6%	6534	3659	4940		741	295	1713	1028	1199	86				
Tali	5	34081	21%	22493	12596	17005		2551	1017	5897	3538	4128	295				
Terekeka	5	23370	14%	15424	8637	11661		1749	697	4044	2426	2831	202				
Tindilo	5	17527	11%	11568	6478	8745		1312	523	3033	1820	2123	152				
Tombek	5	9088	6%	5998	3359	4535		680	271	1573	944	1101	79				
Mangala Nor	5	4869	3%	3213	1799	2429		364	145	842	505	590	42				
Total	50	162289		99399	55663	81057		12159	4846	28109	17%	16865	19676	1405	0		
EE								88518					0	0			
Magwi					0,89	86%	0,925	48					0	0		25%	
Lobone	5	14432	8%	12845	11046	11881	6904	1782	733	4252	2551	2977	213	1063			
Magwi	5	45517	25%	40510	34839	37472	21775	5621	2312	13411	8047	9388	671	3353			
Mugali	5	27939	15%	24866	21385	23001	13366	3450	1419	8232	4939	5762	412	2058			
Nimule	5	41631	23%	37052	31865	34273	19917	5141	2115	12266	7360	8586	613	3067			
Pageri	5	32195	17%	28653	24642	26504	15402	3976	1635	9486	5692	6640	474	2371			
Pajok	5	23314	13%	20749	17844	19193	11153	2879	1184	6869	4121	4808	343	1717			
Total	30	185028		164675	141620	152324	88518	22849	9399	54517	29%	32710	38162	2726	13629		
EE								340		0,370							
Torit					0,89	86%	93%	0,219								0,2%	
Bur	5	20922	14%	18620	16014	17224	46	2584	1063	6164	3699	4315	308	12			
Himodonge	5	12398	8%	11034	9489	10207	27	1531	630	3653	2192	2557	183	7			
Hiyala	5	32855	21%	29241	25147	27048	72	4057	1669	9680	5808	6776	484	19			
Ifwotu	5	12088	8%	10758	9252	9952	27	1493	614	3562	2137	2493	178	7			
Imurok	5	9609	6%	8552	7354	7910	21	1187	488	2831	1699	1982	142	6			
Kudo	5	14878	10%	13241	11387	12248	33	1837	756	4384	2630	3068	219	9			
Torit	5	52227	34%	46482	39974	42996	115	6449	2653	15388	9233	10772	769	31			
Total	35	154976		137929	118619	127584	340	19138	7873	45662	29%	27397	31963	2283	91		
JONGLEI					94%		98%	49482	15%	0,37							
Bor South								1716								1%	
Anyidi	5	27043	0,113	25421	21353	24785	194	3718	1529	8871	5322	6209	444	89			
Baidit	5	55762	0,233	52416	44029	51105	400	7666	3154	18291	10974	12803	915	183			
Bor	5	66770	0,279	62764	52722	61195	479	9179	3776	21902	13141	15331	1095	219			
Jalle	5	14599	0,061	13723	11527	13380	105	2007	826	4789	2873	3352	239	48			
Kolnyang	5	43317	0,181	40718	34203	39700	311	5955	2450	14209	8525	9946	710	142			
Makuach	5	31830	0,133	29920	25133	29172	228	4376	1800	10441	6264	7308	522	104			
Total	30	239320		224961	188967	219337	1716	32901	13535	78500	33%	47100	54950	3925	785		
TOTAL				847396	0	696780	543967	611720	130255	94962	38800	225 040	27%	135024	157528	11252	20894

32. Selection of Payams – The project will operate in 15 out of 34 of payams across the 3 counties. Within each county, 3 priority payams will be selected, informed by the County Profiles, in consultation with county administration and will follow the geographical criteria above in addition to:

- being easily accessible to allow regular access to the project team;
- Payams from the previous SSLDP and where complementary soft and hard infrastructure exist (principally to draw synergies with AfDB – Agricultural Markets, Value Addition and Trade Development Project (AMVAT), which will be implemented in the same geographic sites as SSLRP, as well as WFP, FAO);
- ethnic balance;
- Payams should be adjacent to each other to increase the project's impact, effectiveness, and efficiency and project monitoring;

² South Sudan National Bureau of Statistics 2010

- menu of enterprises have potential for drawing interest and being developed;
- Climate vulnerability assessment for Payams with low to no adaptive capacity.

33. An elaborate community mobilisation and engagement plan will be developed to ensure social inclusion and full participation of the target beneficiaries.

34. **Vulnerability to climate change:** The assessment looked at exposure, sensitivity, and adaptive capacity of the population to climate risks target regions using GIS based modelling. Bor, Torit and Kajokeji counties are highly vulnerable to climate change with no adaptive capacity while Terekeka and Magwi are moderately vulnerable. The assessment has been used for development of resource allocation matrix for the five counties and will be applied for selection of payams and bomas. Detailed climate vulnerability assessment data will be used to guide the selection of target areas for component 2.

35. **Food Insecure smallholder Households:** These households rely on subsistence farming and cultivate between 1.5 to 1.9 fedans and are highly dependent on natural resources for their livelihoods. A significant proportion of these households are women headed³. Their livelihoods are greatly affected by the deterioration in the status of natural resources with households facing food insecurity for 5-6 months a year arising from low agricultural productivity and lack of storage infrastructure. Furthermore, households in these counties apply various coping mechanisms including reliance on traditional safety nets such as humanitarian assistance, coping strategies such as substitution of less preferred and cheaper alternatives and non-diversified diets, selling of productive assets, debt, withdrawing children from school and forced migration. Emergency livelihood coping strategies are also common. Table 3 represents the main livelihoods by state. The smallholder producers are either agro-pastoralists or pastoralists.

Table 3: Main Livelihoods of Households

Counties	Agriculture and Livestock (%)	Crop Farming (%)	Animal Husbandry (%)	Wages and Salary (%)
Central Equatoria	76	54	1	26
Eastern Equatoria	93	75	11	7
Jonglei	98	72	11	9

36. **Process of selection of payams:** the selection of the payams will be based on the criteria above mentioned.

Table 4: Process of Selecting Payams

Activity	Responsibility	Outputs
Preparation of county profiles	IP in consultation with the GoSS and Payam leadership	5 county profiles containing poverty, food security, climate change vulnerability, livelihood types developed
Selection of Payams and bomas	AI in consultation with Goss and County/Payam leadership including Payam Development committees and Boma Development committees	3 Payams per county and Bomas selected based on the outlined criteria

³ Women headed households refer to: women left by the husbands; women in polygamous households who are no longer supported; widows; single women responsible for dependents; married women whose husbands are incapable of functioning as income earners; married women abandoned by their husbands for any reason.

Target group(s)

37. **Target groups:** SSLRP will be implemented in 3 counties and reaching a total of 38,800 households and 225,504 food insecure households with an average of 5.8 households⁴. Target group will be mainly women 60% and Youth 70%. SSLRP's principal target group will be poor households engaged in agriculture along various value chains including crop, livestock, fisheries and mixed farming. The project will give priority to the poorest and most disadvantaged socio-economic categories like women, women headed household youth, persons with disabilities and returnees. The characteristics of the target groups as follows:

38. **Pastoralists:** They rely on livestock for their livelihoods and keep mixed herds including sheep, cattle, and goats. Cattle is the most common. Among the target counties, the highest number of livestock are found in Jonglei. Livestock serves as a source of milk and meat products as well as a means of securing household's financial capital. Livestock rearing households face many challenges such as incidence of pests and diseases, lack of veterinary services, limited access to markets, cattle raiding, lack of grazing pastures and limited access to markets. Cattle raiding is more prevalent in Eastern Equatoria (46.7 percent), Jonglei (41.6 percent)⁵. Women in pastoralist households perform all the household tasks including collection of water, which is one of the most time-consuming tasks. They are also responsible for the caring for livestock, especially small ruminants.

39. **Agro-pastoralist:** They have both land on which they cultivate crops and own some livestock and account for at least 60%⁶. Agro pastoralists are highly dependent on farmland, water resources as well as rangeland. Their livelihoods are greatly affected by the degradation and shrinking of the rangelands and blocking of stock routes. For food security they depend mainly on livestock income in addition to some farming. They face similar constraints in livestock as the pastoralists. Around 40% of SSLRP's target group will be agro-pastoralist households.

40. About **225,504 Food insecure smallholder producers** will be targeted. Out of these 60% are women, 70% youth. The smallholder producers are divided into three livelihood types; crop farmers, agro-pastoralists, pastoralists and fisher folks. SSLRP will improve the livelihoods of the smallholder producers by enhancing productivity (soil and water conservation, water for production and inputs), value addition (postharvest infrastructure), improved access to markets and inputs. The smallholder producers will organise themselves into CBOs with common interests (both private and public good). While most nutrition benefits are directed at pregnant and lactating women, smallholder producers will also benefit from an increased production of diversified foods of high nutritional level through the CDPs and nutrition education targeting both men and women.

41. An estimated **135,302 women**. These include 24% Women and women headed households. Within this group will be 10% returnees and PWDs. SSLRP strategy for the inclusion of women is geared towards women's collective agency. This implies improving the women's access and control of resources, welfare, and nutrition. SSLRP will promote women leadership and their representation in decision-making roles in community institutions, put in place a specific quotas and ensure 30 percent of all grants are awarded to women only groups by, use of gender sensitive approaches to trainings and community mobilisation, create awareness on Gender-based violence. The Village Savings and Loan Associations (VSLAs) have about 90% women membership and will be considered as CBOs in the CDD process. Potential benefits for women would include investments vegetable gardening, small livestock and processing, employment through LIPW. Technical support will be provided at the beginning of the project to the entire implementation team, including implementing agencies, to develop a gender operational plan that will incorporate measures and approaches to support this. *Pregnant and lactating women (1164 HH)* will

⁴ WFP Crop and Food Security Assessment Mission May 2020;

⁵ FAO/WFP Crop Food Security Assessment and Monitoring to the Republic of South Sudan 2020

⁶ ibid

be provided with nutrition support including training and awareness about nutrition, mentoring and support with Integrated Homestead Food Production (IHFP) production to increase dietary diversity, and focus on nutrient rich foods such as legumes, fish, dairy, meat and poultry.

42. Approximately **157,835 rural youth** (60% women) aged between 15 and 35 years, living in rural areas, unemployed and with low educational levels (Central Equatoria 32,453, Eastern Equatoria 70,125, Jonglei 54,950) will benefit from the project. This target group will include returnees (10%) and PWDs (5%). The youth will be provided with second chance learning opportunities and job relevant skills to support start-up farming activities and service provision. Main interventions include: a) capacity building through entrepreneurship training, business skills and formal courses in Good Agricultural Practices (GAP); b) access to capital through investment grants; c) cash injection through participation in the Labour-Intensive Public Works (see Subcomponent 2.1 for details) and d) voice through representation on decision-making and coordination bodies, such as community committees. A selection criterion will be defined in the CDP and other guidelines to ensure that youth make up 60% of the CDP funded plans and 50% of CDP and GALs facilitators. All youth including those below 15 years (in the labour market) will be trained on life skills, including conflict resolution. SSLRP will include actions to contribute to the elimination of child labour by coordinating with child protection agencies, such as United Nations International Children's Emergency Fund (UNICEF) and enforcing no child labour policy within the project target areas. The policy will be informed by county profile assessment that will be conducted to determine activities that are carried out by children among other things.

43. A total of **16,331 returnees (Central Equatoria 15%, Eastern Equatoria 25%, Jonglei 1%)** are targeted by the project – This will include 60% women and 70% youth. Although 90 percent own land with no major access barrier, they lack the productive assets (seeds and tools). They lack reliable livelihood opportunities and are involved in menial jobs mainly in providing farm labour. They will benefit through agriculture livelihood development (component 2) and labour intensive public works for short term employment gains. At least 10% of the CBO members will be drawn from the returnee's community. Women headed households will be included in the women target group.

44. About **Persons Living with Disabilities** (proportion)- The project's targeting strategy will therefore consider disability, with the aim of supporting the initiatives and actions of persons with disabilities to improve their living conditions and the implementation of their fundamental rights. They will be targeted through training and capacity building activities linked to service provision, income-generation and off-farm income opportunities. The PWDs will also be directly targeted for project activities depending on the nature of their disability- for example community facilitators, agro-processing, labour intensive public works. SSLRP will define safe spaces (separate consultations) to enable them to voice their needs and concerns to be considered in the CDP development.

Targeting Mechanisms

45. **Targeting Approach:** The targeting strategy for the project to reach beneficiary population will be based on the following targeting mechanisms:

46. **Direct Targeting:** Direct targeting through quotas will be used to ensure social inclusion of women, youth and vulnerable groups (returnees and persons with disabilities) in project activities.

47. **Self-targeting** will be driven by self identification (call for project proposals) of groups/organisations for specific enterprises that will be organised into CBOs.

- use VSLAs, which are usually composed of women, to ensure self-selection and inclusion of women;

- focus on mechanisms and activities that have greater involvement of target households;
- follow a demand driven approach for the selection of subprojects within the confines of the menu of potential enterprises;
- such process will allow the support of subprojects that can generate reasonable returns and enable higher inclusion of target households who have limited resources.

48. **Community-based Targeting** – Community targeting will be applied in selection of CBOs and will hinge on an inclusive community participation. Once the target payams and bomas have been identified, the implementing agency will work with the local leadership in the selected bomas, CFs and target communities to help communities identify their most pressing priorities. This will be part of the CCDP development process. The following steps will be followed:

- *Community mobilisation and engagement* – SSLRP is anchored on CDD approach and as such the dynamism of targeting will be dependent on the community mobilisation and engagement under component 1. The combination of Social inclusion strategy, beneficiary selection criteria and community engagement technique will ensure that all views are given due consideration. SSLRP will ensure that the process is culturally, socially, and politically inclusive;
- The IA and CFs will work with community members and associations including representatives from Payam development committees (PDCs), Boma development committees (BDCs), inform them about the project activities and fix a date for a meeting with the target community members;
- *Boma Orientations* – hold orientation sessions in villages to inform the communities about the objectives and criteria for participation;
 - Seek community consensus about the relevance of the planned activities and ascertain their interest in participating in the different interventions;
 - Hold separate consultations with different target groups, including returnees, women, youth and persons with disabilities.
- Identify key issues and determine how the concerns will be addressed through the various project components;

49. The project will put several measures in place to ensure that the risk of elite capture is minimized. This will be achieved through close supervision and monitoring through community facilitators, beneficiary feedback and a grievance redress system. Furthermore, the economic homogeneity of members and conflict resolution skills will provide insulation against elite capture. Additional measures will include rotation of leadership to ensure the village poor are equally represented in leadership positions. The GALS approach which gives individuals a strong sense of agency and empowerment will further help to mitigate against this risk. The ToRs for the recruitment of the GALS consultant are attached as an annex.

Implementation of the targeting approaches

50. **Guidelines to the Selection of Target Groups** – In general, selection of target groups will be done based on average land size and the level of income per household member. The SSLRPP target group will comprise:

- rural households with land available for cultivation (at least 1.5 fedans);
- households with unemployed rural youth, returnees, or persons with disabilities; and
- poor women headed households in rural areas.

51. Only one member per household will be eligible for direct project support in the areas of enterprise package and employment through public works (refer Component 1 and 2 for details).

52. **Targeting Survey** – Following the county profile and selection of payams, SSLRP will conduct a targeting survey to identify the bomas/communities with higher concentrations of the potential target households and to specify the suitable pro-poor products/services from the project supported agricultural sub-sectors, taking into consideration their prevailing market demand. While for the LIPW, community watershed approach will be used (as detailed in subcomponent 2.2) to identify type and locations for infrastructural support . The interventions envisaged will be determined based on PRAs to assess the likely pattern of demand from different social strata in the communities.

53. The targeting survey to guide the project team in the identification of poverty pockets and to identify where to focus on outreach. The survey will identify/confirm the potential needy areas and the target groups including assessing gender and youth dynamics in designated communities. The survey will incorporate experiences from the previous SSLDP project.

54. The survey will also involve:

- a) consultations with key actors, such as county/payam/boma leaders, traditional leaders of the local communities, and other organisations/ active in the project area;
- identification of the broad geographical areas and potential organisations with higher concentration of the target households;
- validation visits to these geographical areas and community organisations;
- preparation of a verified list of the community pockets and organisations with higher concentration of target households; and
- identification of suitable enterprises from the menu of potential agricultural subprojects, taking into consideration their prevailing market demand.

55. **Pre-Selection CBOs** – The project will promote high value agricultural production and allied services suitable for integrating the target group into the value chain and the final market. The products will be characterised by high market demand, high productivity, high returns, and utilisation of family labour. These will be selected from the following menu:

- Crops including vegetables;
- Fisheries;
- Livestock/dairy;
- bee keeping/honey production; and
- Non-timber forest products

56. Although the final selection of enterprises will be left to the CBOs and their CDPs, the project will pre-select suitable pro-poor enterprises during the targeting phase based on the clusters identified. In view of market conditions, the potential impact (negative/positive) of introducing new crops for small farmers and the risk of increasing poverty will be assessed at an initial stage and will be further monitored during implementation.

57. In addition to the cost sharing mechanisms, the sustainability of the youth involvement will be ensured based on the strict selection of the enterprises that demonstrate their strategic labour force requirement for the medium term. Enterprise pre-selection could be based on the following principles:

Table 5: Enterprise Selection Criteria

Criteria	Indicators
Relevance to target group(s)	Large numbers of the target group involved (farmers, women, poor HH, youth) <ul style="list-style-type: none">• Labour intensive activities• Equal distribution of enterprise activities across the communities (ethnic balance)
Prop target group growth potential	<ul style="list-style-type: none">• Good market potential/opportunities• Low entry barriers• Potential for value-added activities
Intervention potential/ feasibility	No overlapping risks with other projects/ Potential synergies <ul style="list-style-type: none">• In line with government priorities
Other factors	Enterprise activities have minimal negative environmental impact as determined by environmental social screening as outlined in the ESMF <ul style="list-style-type: none">• Potential interventions will particularly benefit women and other vulnerable categories

58. **Assessment of CBOs** – Existing CBOs will be assessed and selected based on agreed criteria that will include:

- At least 15 members from the target group households; and
- The CBOs' activities of focus have outreach to a wide base of the poor in target communities.

59. The table below provides the detailed criteria for assessing CBOs. The criteria could also be used as an assessment/monitoring tool for the CDPs that will be selected. The criteria could be revised, if need be, to incorporate new information that could be considered necessary before the commencement of implementation of activities.

Table 6: Assessment Criteria for Community-Based Organisations

Criteria	Description	Score	Comments
Relevance to the target community	Numbers of the poor target group involved (farmers, women, poor, youth)	40	Maximum 15 members each representing a household
Gender and Youth Sensitivity	Potential interventions will benefit women and youth	10	Groups/Interventions, high share of women & youth
Inclusion of returnees and/ PwD	Group formation includes members from returnee or PwD households	10	Membership has at least 2 members from returnee and PwD
Pro target group growth potential	Growth trends over the last years	20	Has the membership grown since the group was established?
	Good market potential and opportunities		Is the focus within the pre-selected menu of enterprises?
	Potential for value added interventions		Is it newly formed?
Intervention feasibility/ Potential	In line with the government priorities	10	Does the CBO have any established market channels?
	Involvement in value chain		Does the enterprise respond to community priorities?
	Intervention areas match with project objectives		Is it aligned to government strategy (e.g CAMP)
Total Score		100	

60. Household Selection Criteria – Household targeting will allow the programme to proactively mobilize all target households. These households will be identified based on wealth ranking involving women and men from the target communities after the community entry process (project has presented its objectives and targeting criteria). This will be followed by household visits to validate the community selection. Selection criteria: This will be based on criteria specified by the project as well as that set by the community during PRA exercise. The criteria for selection of households will include the following:

- women headed households;
- returnee households; and
- households with persons with disabilities.

61. Empowerment and Capacity Building Measures – Rural community institution building activities will include:

- Mobilisation and group strengthening of youth and women, amongst others, to enable participatory demand driven service provision;
- Sensitisation of leaders at grassroots levels in understanding and overcoming gender and youth issues that hinder development;

- Functional literacy training for women through CDD;
- Application of minimum quotas for women (50%) and youth (70%) to serve on project decision-making bodies including the village committees involved in development planning.

62. These will be monitored and assessed through surveys with indicators in the Logical Framework to measure progress including: a) Percentage of households reporting they can influence decision-making of local authorities and project-supported service providers; and b) Percentage of households satisfied with project supported services.

63. **Enabling measures:** Empowering measures will include: a) information and mobilisation campaigns using local information meetings; b) inclusive CDD process; c) a broad range of skills training activities; and d) monitoring of inclusiveness of women, youth, and vulnerable groups. (e) capacity building of technical service providers on group strengthening, markets, business skills, and climate adaptation measures through refresher training of trainer courses with a strong focus on gender, youth and social inclusion; and (f) developing strategic partnerships with for instance AfDB (and key organisations working on rural development) to ensure a convergence of resources and support to communities and g) adopting a conflict sensitive approach across all levels of the interventions by implementing context specific actions. This will entail a detailed analysis of the drivers of conflict in the project area and identification of mitigation actions to be mainstreamed in the project. These empowering and capacity building programmes will provide the women, youth and poor smallholder farmer households with the necessary knowledge, skills and assets necessary to recover from years of recurring drought and improve their livelihoods.

64. **Community based targeting:** Community targeting will be applied in selection of CBOs and will hinge on an inclusive community participation. Once the target payams and bomas have been identified, the implementing agency will conduct exploratory visit in the selected bomas to identifying local village contacts as well as what community members see as their most pressing priorities. This targeting mechanism will be used to select CBOs through which community development priorities and possible sub projects will be identified and developed in to CDPs.

65. *Community mobilisation and engagement:* SSLRP is anchored on CCD approach and as such the dynamism of targeting will be dependent on the community mobilisation and engagement under component 1. The combination of Social inclusion strategy, beneficiary selection criteria and community engagement technique will ensure that all views are given due consideration. SSLRP will ensure that the process is culturally, socially, and politically inclusive. The IA together with Community Facilitators will work with community members and associations including representatives from Payam development committees (PDCs), Boma development committees (BDCs), inform them about the project activities and fix a date for a meeting with majority of the community members.

66. Mobilization will involve meeting members of the community at large to inform them about the project activities, seek community consensus about the relevance of the planned activities and ascertain their interest in participating in the different interventions. Separate consultations will be held with different target groups including returnees, women, youth and persons with disabilities. The social inclusion officer and community facilitators will be responsible for facilitating the mobilisation and consultation with communities. These consultations should identify key issues and determine how the concerns will be addressed through the various project components. Due to the remote nature of the design, the County Profiles will ensure adequate consultations with beneficiaries in the determination of strategic priorities for investments. While the project will not address all the issues identified, it will utilise this information to design an effective facilitation process for the development of CDPs.

67. The project will put several measures in place to ensure that the risk of elite capture is minimized. This will be achieved through close supervision and monitoring through community facilitators, beneficiary feedback and a grievance redress system. Furthermore, the economic homogeneity of members and conflict resolution skills will provide insulation against elite capture. Additional measures will include rotation of leadership to ensure the village poor are equally represented leadership positions. The GALS approach which gives individuals a strong sense of agency and empowerment will further help to mitigate against this risk.

Strategy /approach for gender and youth mainstreaming, social inclusion, and nutrition

68. **Women empowerment and gender equality:** To contribute to tackle constraints faced by rural women, the project will adopt an inclusive approach to ensure that women and men equally benefit from the project's interventions. The IA will follow selection criteria provided and ensure that the project's approach to gender mainstreaming will achieve the following objectives which align to IFAD gender policy:

- Ensure that women and men have equal access to capacity building, training and productive assets and specific services and training will target women on a 60% or 100% basis (i.e. literacy, GALS and nutrition).
- Economic empowerment for enhanced access to production and value addition systems by encouraging young women into non-traditional aspects of value chains, access and control of productive resources, finance, and services. At least, 30 per cent of the CBOs supported will be women only organisations that will subsequently receive at least 30 percent of grants provided under component 2.
- Access to information, knowledge and extension services will be promoted through business skills training. Women will receive 50 percent of the training in business skills.
- Balanced workloads due to increased resilient crop yields through use of labour and time-saving technologies to encourage shifts towards equitable sharing of workload burden within the households.
- Support to women's voice in decision-making power at household and community level will be implemented through leadership training and mentorship of women in farmer associations and organisations and enforcing 50% representation of women in committees. Women will be facilitated to form groups and their leadership and negotiation skills will be strengthened to enable them to make informed decisions during the community planning process. Gender-awareness training, including both women and men, will be carried out at both household and community levels, including village leaders.
- Other gender related interventions such as awareness raising on issues related to prevention of early marriage and GBV, importance of adolescent girls' education, will be integrated through the GALS methodology.
- Develop skills to improve the well-being of women and other family members: with this purpose, nutrition education will be provided at both household and groups level. The training will include training in nutrition, kitchen gardening, dietary knowledge. Specific attention will be given to PLW and adolescent girls, persons with disabilities and returnees.

69. **Gender Mainstreaming Approach:** The project will implement an inclusive approach to ensure that women and men benefit from the project equally. For CDD project like this one, the social inclusion and targeting strategy will depend on a strong community mobilisation and engagement that will be conducted at the beginning of the project and support identification of the target groups from across and all socio-economic categories. The IA will follow selection criteria provided and ensure that the project's approach to

gender mainstreaming will achieve the following objectives which align to IFAD gender policy:

- a) Increase women's access to skills and knowledge: Women will be 70% beneficiaries for the trainings in literacy, life skills and nutrition (including young women). Furthermore, women will be 30% beneficiaries of CDP where they will be able to acquire practical knowledge for climate resilience livelihood improvement. They will benefit from training package under component 1 including useful themes on climate resilient irrigation technologies, Improved soil and water conservation practices, water management.
- b) Increase women's voice in decision-making at the household and community level. As part of literacy and life skills, leadership training will also be included. Women will be trained to form groups and their leadership and negotiation skills will be strengthened to enable them to make informed decisions during the community planning process. It is expected that women in representative position (committees) will be 50%. Gender-awareness trainings, including both women and men, will be carried out at household, group and community levels, including village leaders.
- c) Ensure that women and men have equal access to capacity building, training and productive assets. Average of women participation in trainings promoted by the project goes from 40% to 50%. Furthermore, specific services and trainings will target women on a 70% or 100% basis (i.e. literacy and nutrition).
- d) Develop skills to improve the well-being of women and other family members: with this purpose, nutrition education will be provided at both household and groups level. The training will include training in nutrition, kitchen gardening, dietary knowledge. Specific attention will be given to PLW and young women, including also women from returnees households.
- e) Train project staff and service providers, contractors on gender-related issues. It will ensure that training modules include specific sections related to gender sensitive topics, including GBV. The IA will produce/adapt and oversee the training modules and curricula that will be delivered to targeted communities/ households and the work of Community Facilitators. ToRs for the Social and Environmental Safeguard expert includes points related to gender sensitivity and ensure that gender issues are all captured and minimize.
- f) The M&E and knowledge management systems of the Programme will be sex- and age disaggregated and will enable lessons to be learned on how to support women's and youth's social and economic empowerment

70. **Youth Empowerment:** Similarly, there is a strong focus on providing youth with: (i) capacity building through entrepreneurship training, business skills and formal courses in climate smart agriculture; (ii) access to capital through matching grants; (iii) voice through representation on decision-making and coordination bodies such as multi-stakeholder forums and project.

- **Youth empowerment through entrepreneurship.** SSLRP will encourage creation of jobs for young people through a market approach: SSLRP will encourage participation of young people as seed producers, fish smallholder farmers, technicians in LIPW, processors and other stakeholders in the value chains. Young people will be encouraged to work as marketers linking smallholder farmers to secure markets for smallholder farmers' produce.
- **Capacity building on entrepreneurship and business** development training, business skills and technical courses in GAPs equipping youth with tools and confidence to make sound financial management and marketing decision, in turn enabling them to manage enterprises and helping them work towards mindset shifts will be key. Planned interventions will seek to enhance capacity in youth lead

smallholder farmers, agri-business development, climate-sensitive agriculture, value addition, infrastructure development (LIPW) and marketing services.

- **Access to finances-** Youth will access financial support through matching grant for development of agricultural livelihood enterprises. The project will finance at least 60% of enterprises from youth-led business ideas.
- In line with the project approach to attract and support youth entrepreneurship, SSLRP will develop and apply specific eligibility criteria for youth interested by the project. Key criteria will include targeting the poorest young people with community participation to ensure equal opportunities for all male and female youth, including unemployed rural youth and not attending schools in the targeted areas.

71. **Operational Measures:** The implementing agencies will be responsible for mainstreaming gender and social inclusion related issues across all intervention and all components. They will exhibit a clear commitment to gender and socially inclusive approaches, youth engagement and their capacity ensure that adequate knowledge of relevant gender and youth issues are properly addressed during project implementation. Gender and social development related responsibilities will be distributed across relevant IAs staff (from county to district and village level) and also to the Social and Environmental Safeguard Specialist ⁷to ensure that the planned activities are in line with the project social inclusion strategy and expected outcomes. This person will also oversee monitoring actions to prevent GBV, Child labour and enforce GRM.

- **Prevention of gender based violence (GBV):** the project will contribute to reducing any harmful act based on gender through: (i) sensitization on the importance of addressing GBV, application of IFAD's no tolerance for Sexual Harassment (SH) /Sexual Exploitation and Abuse (SEA) for project staff and project's activities and operations;. (ii) design of coordination and results monitoring systems that promote "no harm" and apply GBV lens to data collection, analysis, and reporting. (iii) have GBV risks adequately reflected in all safeguards instruments, contracts with suppliers and other third parties to be funded with IFAD funds.
- **Preventing Child labour:** SSLRP will Promote use of strategies that prevent unfavourable conditions in labour market that rely on child labour. This will include enhanced productivity in agriculture to release the pressure on child labour. Additionally SSLRP will actively strive to reduce risks of child labour through: (i) Increase awareness on legislation by training to project staff to ensure compliance with regulations (ii) sensitization on the importance of addressing child labour issues within the community, iii) encourage the enrolment of children in schools by sensitizing community leaders, elders, parents, and especially the girls on the merits of education. (iv) Child labour related risks will be adequately reflected in all safeguards instruments, contracts with suppliers and other third parties to be funded with IFAD funds.
- **Grievance Redress Mechanism (GRM):** An adequate grievance redress mechanism (GRM) will be established to ensure beneficiaries voice their concerns related to intervention activities either with the relevant focal point at the local level or with IA at central level. This mechanism will be publicized at the local level and in the local language. The SSLRP GRM will follow established practices, and will provide multiple access points that are feasible to the context. The SSLRP program Coordinator will have the overall responsibility to address concerns brought to the attention of the focal point regarding any environmental and/or social impacts due to intervention. Complaints received by the implementing agency shall be recorded and documented in and included in progress report including the number and type of complaints and the results of their resolution.

⁷Recruited on a retainer contract

72. **Nutrition strategy** – SSLRP is designed within the framework of nutrition-sensitive investments and will influence nutrition through the following pathways: (i) production of nutritious foods, including quality protein cereals, legumes and other pulses, and fish species (ii) promote household consumption of safe and nutritious food; (iii) support processing and marketing of agricultural produce (iv) providing opportunities for income diversification; and (iv) women economic empowerment to access more profitable markets and improved decision making. This will be achieved through: Support for the establishment and maintenance successful farming businesses that ensure livelihoods that will increase household income through diversified agricultural production. Through the LIPW, SSLRP will improve market and transport infrastructure that will enable year-round and/or seasonal availability of diverse foods. This will be complemented by an elaborate SBC and social marketing strategy that will sensitise communities and households on healthy feeding practices. Vulnerable pregnant and lactating women will also be provided with nutrition support including training and awareness about nutrition, mentoring and support with homestead production to increase dietary diversity, and focus on nutrient rich foods such as legumes, fish, dairy, meat and poultry. Appropriate inputs to grow these diverse foods will be provided to ensure the availability. Furthermore, the project will engage women and include interventions to protect and promote their nutritional status, decision making and overall empowerment.

73. The Social Inclusion officer will coordinate the SSLRP implementation of nutrition interventions. This includes working closely with the CDP nutrition experts to create awareness on nutrition for consideration in the CDPs, especially those related to food production and processing and to inform the choice of infrastructure. Implementation of nutrition interventions at the community level will be the responsibility of partner NGOs. The capacity of government workers will also be developed to provide SBC messaging and extension services to the establishment of home gardens.

74. **Social Accountability** – Social accountability will be taken into consideration through: a) the ability of beneficiaries to voice complaints and provide feedback through well-established GRMs; b) dissemination of information about SSLRP to the relevant target communities; and c) the IA/ PCU field monitoring activities.

75. **Procedural Measures:** Transparency and clarity in procedures for decision-making will be promoted. Through mentoring of the poorest and internal social support arrangements, all members of groups will be encouraged to participate in their business ventures.

76. **Monitoring Targeting Performance** – A participatory monitoring and evaluation system will be developed to check on targeting performance and to reflect gender and youth perspectives of impact. Data collected will be disaggregated by sex and age based on the participation of women, youth, returnees, and persons with disabilities. The M&E system will collect and analyse information about project outreach effectiveness of the targeting strategy and specific benefits for women and youth. Impact will be assessed based on methodologically gender sensitive baseline, mid-term and completion surveys which will use key indicators to measure

77. **Impacts and Benefits** – The main expected impact from the Project is the resilient and inclusive agriculture livelihoods to be improved among the targeted rural communities. This will result primarily from enhanced productivity (Soil and Water Conservation, Water for Production), value addition (establishment of postharvest Infrastructure) and improved access to markets and inputs (through road infrastructure). Additional impacts include enhanced women's economic empowerment through access to and control over increased physical assets.

78. **Gender Action Learning System** – SSLRP will implement the Gender Action Learning System (GALS) methodology to foster a community-led value chain development. GALS takes a gender transformational approach. This approach aims at addressing the root causes rather than symptoms of inequality and disempowerment, and change power

relations with a focus on sustainability. GALS will promote pro-poor development, and social and youth inclusion. It promotes participation of all groups of women (literate and non-literate women and men) to identify challenges and opportunities using simple mapping and diagram tools. GALS helps to improve gender relationships at household, group, and community levels, strengthen communication and win-win collaboration, and build networks and peer learning structures. The process brings results in attitudes and behaviour at different levels through individual and collective activities such as property rights and gender-based violence. This will be done by a consultant; ToRs to be used in recruiting the consultant are attached as Annex 6.

79. *Household level.* Family dynamics have substantial implications for individual motivation and well-being, as well as productivity and investments in agriculture. In the South Sudan, women and men in the same household are engaged in different value chains. Women are largely engaged in rearing of small ruminants and vegetable production. GALS will facilitate intra-household negotiations over the sharing of household responsibilities, which is expected to bring about changes in the gender division of labour (e.g. husbands contributing more to farming activities and household-related tasks, thereby enhancing household productivity and income).

80. GALS is facilitated as an inclusive process, with the poorest and most vulnerable community members included from the beginning as facilitators. Furthermore, the approach enables and encourages people who traditionally have less voice and power, including youth, to actively participate in planning, implementation and decision-making of project activities and gain the confidence to speak in public.

I.4: Climate and Environment

81. SSLRP is adhered to SECAP requirements in which it is categorized as "B" for Environmental and Social consideration and the climate classification is "Moderate". Accordingly, Environmental and Social Management Framework (ESMF) and Basic Climate Risk Analysis are prepared.

82. The ESMF is a framework that provides guidance on how environmental and social issues should be addressed during project design, implementation as well as Monitoring and Evaluation. The ESMF should be mainstreamed in each and every components of the projects and awareness creation/training should be delivered during the preparation of CDP to ensure integration. The planning, design and implementation of subprojects at county level should also adhere to IFAD's SECAP as well as available national regulations, such as screening of the subprojects and the preparation of Environmental and Social Management Plans (ESMPs). The ESMPs should clearly identify the anticipated positive measures with their enhancement mechanisms, negative impacts with mitigation measures as well as rough estimation of costs. In consultation with the Ministry of Environment of the government of South Sudan, the Environment and Climate Change consultant (to be recruited by the IA as and when needed) will prepare the ESMPs for the subprojects.

83. The basic Climate Risk Analysis (CRA) is prepared based on the Climate Vulnerability Assessment tool and dashboard prepared for SSLRP. The CRA tries to see the trends and impacts of some vulnerability variables in all counties and identifies basic climate adaptation options. Thus, as for the ESMF, the CRA together with IFAD's climate adaptation framework, should be considered and adequately addressed during the CDP preparation.

I.5: Institutional Arrangements and Responsibilities

84. The Ministry of Agriculture and Food Security (MAFS) will be the lead executing agency for the Project. Building on the lessons learnt and ongoing developments in the country, SSLRP will be implemented through tailored implementation arrangements where

the core technical components will be implemented by a Third Party Implementing Agency (IA), under the oversight of a Government-led Project Coordination Unit (PCU). To gradually build capacities of the MAFS to implement projects, the PCU will implement the capacity development activities under subcomponent 3.2. The contract between GoSS and the IA will only be signed after the approval of SSLRP by IFAD's Executive Board in April 2021, and signature of the Financing Agreement.

85. The IA will be responsible for implementing the core technical components (i.e. Component 1, Component 2 and Component 4 (if needed) and will be responsible for the following: a) preparing and executing the AWPBs, implementation progress and financial reports for submission to the PCU (for review, comment and onward forwarding to the oversight body (NTC and NAC); b) have adequate M&E, fiduciary and procurement systems and capacities and undertake all project-related fiduciary functions in compliance with IFAD Guidelines; c) undertake all procurement activities for the relevant components and submit procurement packages to the PCU for onward transmission to IFAD for No Objection, d) work closely with the PCU and the target States and Counties during activity planning and implementation to ensure consistency with existent State and County development agendas. The IA will use government frontline extension agents, where they exist, with the dual objective of strengthening their capacity and also serve as part of the exit strategy at project completion. The IA may also work with other local partners and service providers in the implementation of the project. A complete set of the IA's responsibilities will be presented in a detailed ToRs that will form part of the agreement that will be signed with GoSS.

86. The IA will hire a Project Management Team (PMT) with sufficient time allocation (full and/or part-time), skills and experience to coordinate and oversee SSLRP implementation. The following is an indicative composition of the PMT: a) Project Manager; b) Technical Officers (Components 1 and 2); c) Monitoring, Evaluation and KM Officer; d) Financial Management Officer; and e) Procurement Officer. The IA will also ensure that it effectively implements the mainstreaming themes of gender, youth, nutrition and climate change. The IA will also develop a MoU with AFDB to adequately align the SSLRP activities to the market infrastructure supported by the Bank.

87. SSLRP's implementation structure is presented in Figure 1 below while the scope of the IA's work is attached as Annex 1. In addition, a Responsibilities Matrix and an Accountability Matrix are also attached as Annex 2.

I.5.1: Implementing Agency (IA)

88. SSLRP will be implemented by a Third Party Implementing Agency (IA) recruited by GoSS, and comprised of a consortium of NGO's led by VSF-Germany. The consortium was established by GoSS, by combining the collective strengths of the initial list of INGOs shortlisted for a competitive selection process. This approach was proposed to reduce potential delays and to tap into the comparative advantages of the three NGOs that have all had prior experience working with GoSS, and also based on the following criteria: a) relevance of their portfolios to SSLRP; b) prior and successful experience with the GoSS in implementing projects, c) coverage of the geographic target areas of SSLRP, and their ability and willingness to work in collaboration with Government and capacity to integrate decentralised structures into implementation. All the members of the consortium have provided co-financing towards the implementation of SSLRP, with a total collective value of **10 percent of the IFAD investments**. Below is a summary presentation of each of the three INGOs that form the implementing consortium of SSLRP:

- a) **VSF-Germany:** VSF will be the lead implementing agency for Component 1 and 2. VSF is an International Non-Governmental Organization (INGO) founded in 1992. The organization has over 20 years experience in implementing short and long-term projects in pastoral and agro-pastoral areas in Africa. Its main impact has been on disease control through effective animal health services, **livestock and agricultural**

production, value chain development and support to marketing systems, food hygiene and food safety, livelihoods diversification and income generation. The organization has for a long time been involved in disaster responses such as conflict and climate (drought and floods) induced emergencies in the drylands of Kenya, South Sudan, Sudan, Somalia, Ethiopia and Uganda. Key target groups of VSF interventions include vulnerable small holder framers (pastoralists and agro-pastoralists) and fisher folks whose livelihood opportunities have been increasingly diminished by climate change, population growth and armed conflicts. Key donors include EU, UNICEF, UN FAO, Diakonie, GIZ, BMZ and USAID/OFDA.

VSF Germany is governed by the General Assembly (membership of 164), Board of Directors and Senior Management Team (SMT) led by the Managing Director (MD). The Organization manages its programs and operations through four distinct offices; Headquarter Office based in Berlin, Germany, and headed by the Managing Director, Regional Office situated in Nairobi and headed by the Regional Director (RD), 5 Country Program Offices headed the respective Country Directors (CDs) and Field Offices headed by Program Managers / Coordinators. The RD at the Regional Office Nairobi (RON) is assisted by the Regional Heads of Finance, Internal Audit, Programs, Logistics and Procurement and HR/ Admin. Country Offices are managed by Country Management Teams (CMT) that comprise of the CDs, Finance and Administration Managers, Country Program Managers and Operations/Logistics Managers. CMTs oversee field offices.

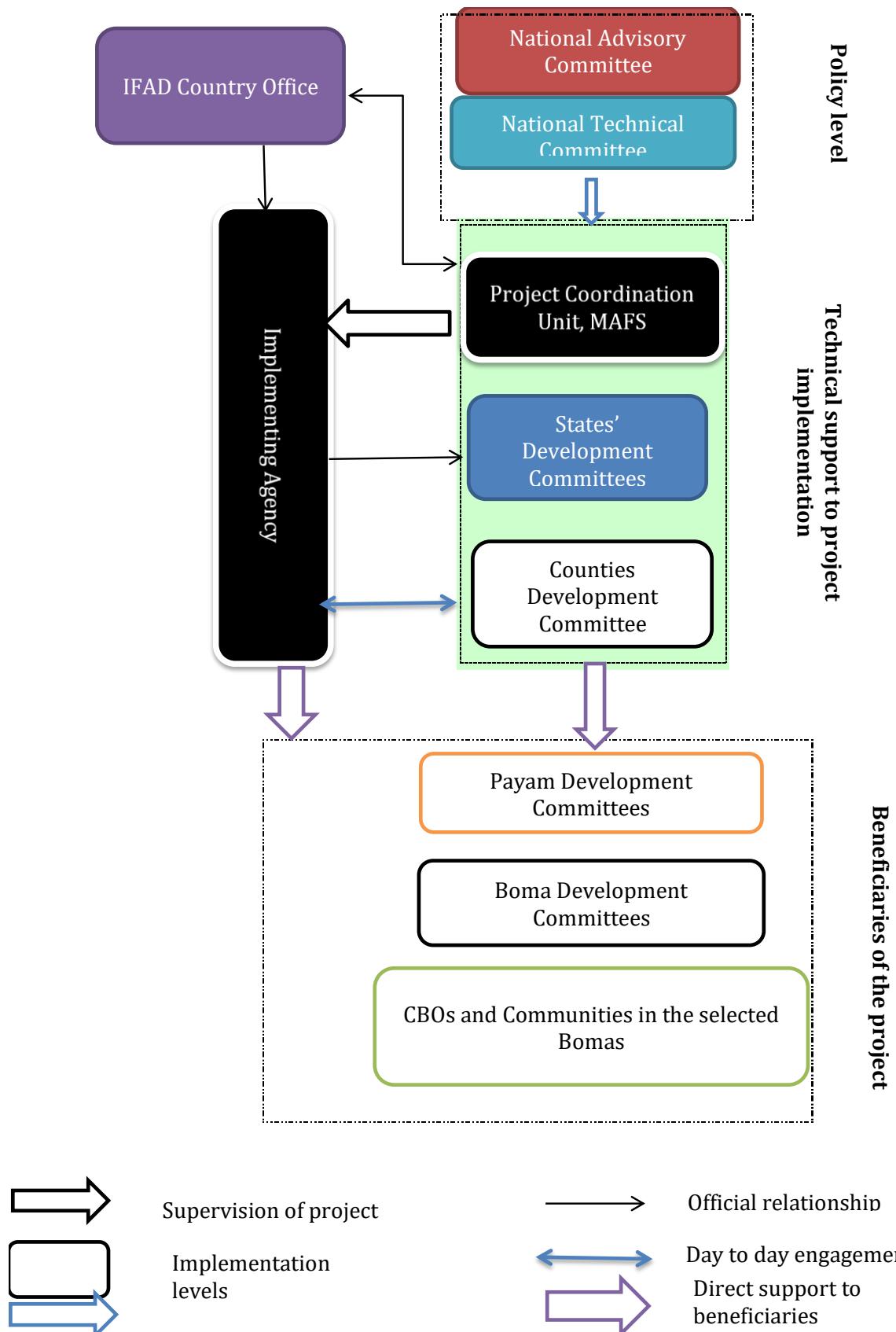
- b) **Save the Children:** Globally, Save the Children is currently implementing a portfolio of more than 50 resilience-related projects and programmes valued at more than USD 300 million. This includes projects and programmes with explicit objectives to reduce climate and disaster risks and improve disaster management, as well as to increase adaptive capacity and speed recovery from shocks and stresses (this does not include our humanitarian intervention funding). Save the Children (SC) has been operational in South Sudan for nearly 30 years, providing support to children through development and humanitarian programs. SC operates in seven of the 10 states of South Sudan with 10 field offices across the country. SC has global, regional and country technical expertise in health, **nutrition, gender**, food security and livelihoods, child protection, and education - including **youth empowerment**, WASH, child rights governance and advocacy. SC's program delivery for quality programming is bolstered by a team of expert technical advisors designing programmes for both development and humanitarian contexts. SC maintains a strong relationship with the Government of South Sudan and offers humanitarian services through projects funded by a wide range of donors including UNHCR, UNICEF, WFP, FAO, UNOCHA, ECHO, OFDA, DFID, ECHO, BPRM, NORAD, BMZ, DANIDA and DRA among others. SC responds to diverse emergencies such as refugee influx, drought or floods, disease outbreaks, and population displacement due to armed conflict implemented through 38 awards, with an average annual value of USD 40 million. This, coupled with a network of 35 national NGO partners, ensures the Country Office has a strong foundation upon which to implement and scale its response quickly and effectively. Save the Children has successfully collaborated with IFAD in the past for an \$1.7m award granted for child poverty project in Malawi:
- c) **Action Against Hunger (AAH):** Launched over 30 years ago, AAH South Sudan programme is the largest of the country programmes and is uniquely known for its **community-centred approach** to supporting refugees, stayees, returnees, and host communities recover from the effects of war through humanitarian and development interventions. The programme runs projects in primary health care services, food and income security, education, water, hygiene and sanitation and capacity building for peace and reintegration. It has a vast experience implementing the safety net and skills development project financed by the World Bank. Its core programmes are in

Food Security and Livelihoods, Health and Education. AAH has a strong experience in **labour intensive public works** which provide an opportunity for poor vulnerable households to access temporary employment and income. AAH is also working on promoting context-appropriate and diversified agricultural practices, encouraging the adoption of non-farm income generating initiatives, encouraging the refugee communities to participate in environmental protection activities which promote the sustainable use of natural resources and, supporting increased access to sustainable/renewable energy.

89. **Elements of the SSLRP Consortium Framework.** VSF will lead the consortium, and will enter into contractual agreements with Save the Children and AAH, premised on the Consortium Framework which will be further elaborated before the respective agreements are signed. The Framework will take into account the respective comparative advantages of the consortium members, and the following roles and responsibilities are envisaged: i) VSF as the lead Implementing Agency (IA) responsible for procurement, financial management, M&E, and all reporting requirements (see details below), as well as the implementation of component 2, ii) AAH will work on Component 1 on the community development to establish and strengthen the groups, and support the elaboration of CDPs, as well as implementation of the LIPW, Save the Children will focus on the cross-cutting themes including gender, youth empowerment, and nutrition.

Implementation Arrangements

Figure 1: SSLRP Implementation Structure



90. The IA will have a Project Management Team (PMT) consisting of at least the following key personnel. Detailed Terms of Reference are presented in Annex 3:

Key Personnel
Project Manager: She/he should have a Masters' degree in social science, Rural Development or any other relevant field with experience of not less than five years.
Procurement Officer: She/He should have a first degree in, Law, Economics, Supply Management, Engineering or equivalent, in addition to a professional qualification (CIPS or equivalent) with 5 years' experience in management of procurement and familiarity with multilateral development bank procurement procedures.
Financial Management Officer: She/He should be a Professional Accountant (CA, ACCA, CPA, etc.) Minimum of 10 years post qualification experience of which 5 years should have been with Multilateral funded projects.
Monitoring and Evaluation & Knowledge Management Officer: She/he should hold a Master's Degree in Monitoring and Evaluation, Statistics, Economics, Rural Development or any relevant field with at least 7 years' experience in M&E and KM&L, 3 years of relevant experiences in information management, data processing and analysis, experience in conducting household surveys and impact evaluations.
Civil Engineer/Public Works Specialist: She/he should have a first or second Degree in civil engineering or any related field with the experience of at least three years.
Community and Rural Development Specialist: She/he should have a first or masters' degree in agriculture, social science, economics or any relevant field. Strong multi-sectoral background with more than 5 years of practical experience with communities in post conflict context. Experience of participatory appraisal techniques is essential.

91. While the above PMT positions have been specified, they are not exhaustive. The IA will hire short/medium term staff/consultants as needed to ensure mainstreaming of gender, youth, other vulnerable groups, nutrition, and climate change across all project activities.

I.5.2: Project Coordination Unit

92. In liaison with other development partners, the project will support the establishment and capacity building of a national Project Coordination Unit (PCU). This is an initiative of MAFS and its long-term objective is to create a PCU that would work across all development partners implementing projects through MAFS. Support will be given to strengthen the capacities and systems of the PCU to be able to implement development projects in the future. The PCU will:

- Oversee project coordination, monitoring, contracting and supervision of the IA;
- Overall engagement with IFAD and submission of documents for No Objection once endorsed by the project oversight body (National Advisory Committee (NAC));
- Coordinate the engagement of GoSS technical experts in project implementation;
- Liaise with the IA and capture the generated knowledge and facilitate its dissemination nationally and regionally;

- Ensure linkages with other relevant projects/programmes being implemented in the project area and the country that seek to address similar or related constraints;
- Identify and build technical and operational partnerships with stakeholders within the government to advance operational/coordination issues related to the project;
- Backstop the SSLRP State and County Focal Persons;
- Participate in periodic monitoring of the project in the field;
- Communication with states and local governments;
- Lead responsibility for implementation of Subcomponent 3.2.

93. The following are the foreseen staff composition of the PCU: a) Project Coordinator; b) Monitoring, Evaluation and Knowledge Management Officer; c) Financial Management Officer; d) Procurement Officer; e) Project Assistant; and f) Driver. The respective draft ToRs are presented in Annex 4.

94. *Decentralised Structures and Communities* – Considering that SSLRP is a CDD project, implementation will also employ a community-based participatory approach, at all levels, with the objective of ensuring transparency, accountability, instilling ownership and increasing the likelihood of sustaining the project's successful interventions. Communities, through their organisations/groups, will be fully involved in the planning, implementation and monitoring of project activities. The decentralised local government structure will play a key role at all stages of SSLRP implementation (planning, implementation, monitoring and evaluation and reporting). The structure is inclusive of the County Development Committees, Payam Development Committees and Boma Development Committees. The central role of the decentralised structures will be to support targeting – identification of locations and beneficiaries, awareness raising of communities and overall conflict sensitivity and social risk management. Following hereunder is a brief presentation of the expected roles of some of the local government structures; additional information is contained in the Responsibilities Matrix and an Accountability Matrix which are attached as Annex 2.

95. *County Development Committees (CDCs)* – these are County level structures responsible for overseeing development activities at the County level. This involves: a) setting up County development agenda for a specific timeframe; b) source for resources to fund the development agenda; c) coordinate implementation of the different development activities to ensure efficient use of resources, etc. They are led by the County Executive Director. For SSLRP, CDCs are expected to play the following roles:

- provide inputs and validate County Profiles before finalization;
- provide inputs and validate the targeting strategy;
- supports in the selection process of the Community Facilitators (CFs) in collaboration with the States and the IA;
- ensure availability of technical staff to support the CFs;
- work with the PCU and IA to ensure linkages with organizations implementing similar/related projects for synergies;
- review and provide technical inputs to project documents;
- membership in evaluation committee (1 representative);
- monitoring project compliance with SECAP requirements;
- identify local experts to be trained in Operation and Maintenance (O&M) for the infrastructure to be supported under Subcomponent 2.2;
- report to the PCU and the State on the progress of project;

- support the IA in the implementation of the cross-cutting issues and liaise with the State and MAFS; and
- support the IA in the monitoring of the Project, especially the Community-Based Monitoring and Evaluation efforts.

96. *Payam Development Committees (PDC)* – like CDCs, PDCs overall responsibility is to plan and oversee development activities at Payam level. They are under the leadership of the Payam Administrator. The following are their expected responsibilities during the course of SSLRP implementation:

- review and approve CDPs;
- In liaison with BDCs, identify CFs from the communities for selection;
- facilitate the work of CFs whenever called upon;
- facilitate the process of awareness creation; and
- participation in training on O&M.

97. *Boma Development Committees (BDCs)* – Bomas are the lowest formal administrative structure of the Government. Under the leadership of a Boma Chief, the BDC plays a significant role in the development process considering that they interface directly with the target/beneficiary communities. Accordingly, BDCs will be critical to the success and, especially, sustainability of SSLRP interventions. Following below is an indicative summary of their expected involvement in SSLRP implementation:

- conduct the participatory needs assessment, with the support of the service provider, to identify community resources, productive and social needs, and potential productive activities;
- support the formation of CBOs and lead the screening process through organizing boma meetings facilitated by the IA;
- ensure maximum participation of the poor and vulnerable in the planning process and make sure that they are the main recipients of project support;
- participate in the monitoring and evaluation of project interventions in their communities; and
- participate in mediation of local conflicts through their representatives (e.g. boma chiefs, village chiefs, and cattle camp leaders, etc.).

98. *Community-Based Organisations (CBOs)* – these will serve as the medium through which the target households/communities will participate in, and benefit from, the project. The project will work with existing CBOs and, where necessary, support the formation of new ones following set procedures (refer to Subcomponent 1.1). Their expected responsibilities under SSLRP are summarised hereunder:

- work with BDCs to develop community development plans for approval by PDCs and CDCs;
- support the work of the CFs in group member mobilization;
- form the primary community oversight and monitoring contact points for the project;
- procure input and manage subproject activities;
- manage the in-kind support received from the members for developing community enterprises;
- ensure that members receiving technical training transfer the knowledge to the remaining members of the group;
- maintain accurate and updated records about their community enterprises; and
- provide Operation and Maintenance (O&M) function for the infrastructure established by the project.

I.5.3: Project Governance Structures

99. **The National Advisory Committee (NAC)** – This is an existing structure at the national level chaired by the Ministry of Agriculture and co-chaired by Ministry of Finance and Economic Planning. NAC's core responsibility will be to provide overall policy and strategic guidance and advice to the project for effective smooth and accountable implementation. More specific activities will include:

- providing overall policy and strategic guidance and advice to the IA and NTC;
- coordinating with senior management of other government ministries and development partners at all levels on all issues related to the project;
- updating respective senior management within their ministries on strategic and policy related issues of project developments;
- providing strategic and policy advice on quarterly and annual project progress reports and work plans; and
- facilitating strategic partnerships with high level senior stakeholders within the government.

100. **The National Technical Committee (NTC)** – NTC will also be part of the governance structure, chaired by the Director General of Agriculture and co-chaired by the Director of Ministry of Finance and Economic Planning. The NTC's responsibility are to:

- provide technical guidance of the project;
- update the NAC on technical and operational issues related to the project;
- facilitate technical and operational partnerships with stakeholders within the government to advance operational/coordination issues related to the project;
- coordinate with technical counterparts of other government agents;
- update their undersecretaries on any progress and challenges and plans of the project; provide technical and operational guidance to project quarterly and annual progress reports and work plans; and
- participate in periodic monitoring of the project.

101. **Coordination with Government Ministries** – SSLRP will also work with the following key Ministries: a) Ministry of Environment and Forestry on the implementation of the SECAP; b) Ministry of Gender, Social Welfare and Religious Affairs; and c) Ministry of Animal Resources and Fisheries, whose technical experts and resources will be mobilised to support the implementation of SSLRP. A summary of the expected ministries' roles is presented below.

102. *Ministry of Environment and Forestry:*

- oversee implementation of the SECAP and ensure compliance;
- guide the project in accordance with Environmental and Social Management Framework (ESMF) and Basic Climate Risk Analysis;
- support and guide the planning, design and implementation of subprojects to adhere to available national regulations on environment;
- approve the Environmental and Social Impact Assessments (ESIAs) as needed;
- conduct the screening of the subprojects and support the preparation of Environmental and Social Management Plans (ESMPs) in accordance with national requirements; and
- review plans and reports in accordance with compliance to national environmental laws and standards.

103. *Ministry of Gender, Child and Social Welfare:*

- coordinate, facilitate, monitor and evaluate gender equality, women empowerment, the rights of children, persons with disabilities and other vulnerable groups within the activities of SSLRP.

104. *Ministry of Animal Resources and Fisheries:*

- validate the fisheries and livestock related packages being selected by the CBOs as subprojects under Subcomponent 2.1;
- liaise with the IA in monitoring implementation progress of fisheries and livestock interventions as they relate to productivity, marketable surplus and food security;
- support and monitor the livestock and fisheries-related technical planning, training and advice that the IA provides to the CBOs; and
- participate in the selection of the civil service staff at the county level who will be involved in supporting the IA on livestock and fisheries related interventions.

105. **Coordination with AfDB** – By the time of SSLRP design, AfDB was also finalizing the design of the Agricultural Markets, Value Addition and Trade Development Project (AMVAT) in South Sudan; the total cost of AMVAT is estimated at USD 13.7 million. Given that both projects will be implemented in the same Counties, the IFAD and AfDB Project Design Teams collaborated at the time of design and identified potential activities funded by one agency, but which could benefit beneficiaries of the other agency's target interventions. Overall, IFAD identified AMVAT activities totaling to USD 5.6 million that would benefit SSLRP target groups.

106. The collaboration between IFAD and AfDB will be formalized by a project level Memorandum of Understanding (MoU) to be signed between the respective projects - SSLRP and AMVAT. The MoU will detail the collaboration modalities, including areas of synergies at activity level.

107. The collaboration will be actualized at the AWPB preparation stage where the respective implementing agencies would need to liaise and agree on who is doing what, where and when. At the time of activity planning, it will also be important to agree on the monitoring plan during the course of implementing approved activities. Flexibility will need to be exercised to maximise effectiveness and efficiency of resource use

108. From the Technical point of view, the following complementarity is expected between the SSLRP and AMVAT:

- SSLRP's CDP subprojects (enterprises) and infrastructure activities will complement the AMVAT proposed aggregation centres and market infrastructure that will be developed. Thus, SSLRP beneficiaries in Eastern Equatoria (Magwi and Torit) will be linked to aggregation business centres, seed enterprise groups, business producer organizations being targeted by the AMVAT;
- The Value chain studies proposed by AMVAT will complement the SSLRP County Profiles. The process of conducting value chain studies will also benefit from the robust local level government structures, including extension agents, that would be strengthened as part of SSLRP implementation;
- SSLRP and AMVAT will both provide support for the PCU in MAFS;
- The projects will hold annual consultative meetings to elaborate AWPBs and promote regular exchange of information and knowledge during the implementation of both SSLRP and AMVAT;

- The two projects will seek to share project equipment and, where possible, field level office space, through their respective implementing agencies; and
- The projects will also seek to harmonise the Knowledge Management function.

I.5.3: Partnerships

109. SSLRP implementation will seek to coordinate and harmonize with ongoing and/or planned projects financed by various development partners that support SSLRP-related thematic areas. The objective will be to: a) take advantage of existent synergies and avoid duplications; and b) explore the possibility for co-financing and/or parallel financing. While some potential partners have been listed hereunder, the list is, by no means exhaustive and SSLRP stakeholders will be on the lookout for others during the course of implementation. The list of potential partners for collaboration is presented below:

Table 8: Potential SSLRP Collaboration Partners

Donor	Project (existing or planned)	Potential Areas of Collaboration
African Development Bank (AfDB) (see above)	AfDB was, at the time of SSLRP design, preparing an investment (Agricultural Markets, Value Addition and Trade Development Project (AMVAT)) in the amount of USD 13.7 million.	<ul style="list-style-type: none"> • SSLRP has mobilised USD 5.6 million parallel co-financing from AMVAT. SSLRP will benefit from the following AFDB investments in Central and Eastern Equatoria and Jonglei i.e. i) Seed Testing Laboratory Equipment, ii) Aggregation Centres, iii) Value chain studies (Sorghum, Groundnut), Seed Sector Framework Study, and iv) capacity development support to the Government-led PCU. • AfDB and IFAD plan to work in the same Payams and Bomas to ensure alignment of the production/productivity interventions of SSLRP to the aggregation centres (markets) supported by AFDB. The value chain studies will feed into the County Profiles and determination of priority value chains.
World Bank (WB)	The Resilient Agriculture and Livelihood Development Project (RALP) South Sudan – Emergency Locust Response Project (SS-ELRP) South Sudan Safety Net Project (SSSNP) – under implementation	<ul style="list-style-type: none"> • RALP and SSLRP will jointly support MAFS to build capacities, systems and policies. RALP support will focus on strengthening MAFS capacities to implement Bank projects i.e. technical training, extension, advisory and project management. • IFAD and World bank will therefore harmonise the capacity building interventions to avoid duplication and ensure effectiveness; • Synergies with SSSNP will include; intervention co-location: While SSSNP focuses on emergency cash transfers, SSLRP will support the SSNP beneficiaries with sustainable livelihood options
World Food Programme (WFP)	<ul style="list-style-type: none"> • Food and Nutrition Assistance for Relief and Recovery; 	<ul style="list-style-type: none"> • Learn from accumulated experience in storage facilities and access road construction, rehabilitation,

Republic of South Sudan
 South Sudan Livelihood and Resilience Project (SSLRP)
 Project Implementation Manual

Donor	Project (existing or planned)	Potential Areas of Collaboration
	<ul style="list-style-type: none"> Smallholder Agriculture Market Support (SAMS) project. 	<ul style="list-style-type: none"> maintenance efforts; cooperation on support and operating the “road gang” concept in road maintenance in Eastern Equatorial SSLRP will collaborate with SAMS to identify groups and households that are ready to take up SSLRP interventions i.e. groups already strengthened, or households graduated from humanitarian assistance SSLRP beneficiaries will be linked to the SAM interventions i.e. community aggregation centres to resolve the challenges of post-harvest handling. SSLRP will benefit from the annual Vulnerability Analysis and Mapping (VAM) conducted by WFP
Food and Agriculture Organization (FAO)	<ul style="list-style-type: none"> FAO seed systems support/seed distribution and seed local production; FAO is the biggest stakeholder in the seed sector of South Sudan. FAO procures annually about 8000MT of assorted seeds for distribution to farmers, until recently over 90 percent were imported. FAO works with community-based animal health workers to improve livestock health in South Sudan. FAO conducts extensive livestock vaccination campaign across the entire country. 	<p>Of strategic interest to IFAD are the following FAO Projects initiatives where synergies will be forged with SSLRP components and subcomponents.</p> <ul style="list-style-type: none"> Linkage to existing farmer groups already benefiting or have benefited from FAO mobilization or already receiving free seeds from FAO Making use of FAO Extension methodologies and manuals for adoption for capacity building of farmer groups and fisher folks e.g. FFS etc. Extensive studies and analysis of the Food Security system – SSLRP could benefit from studies such as annual crop yield assessment reports etc.
Embassy of the Kingdom of the Netherlands	<ul style="list-style-type: none"> Their areas of interest include nutrition, sustainable use of farmland, crop productivity and income enhancement. Specific projects being supported include: <ul style="list-style-type: none"> Water for Eastern Equatoria – Torit; South Sudan Agribusiness Development Project – Terekeka; Seed Systems Development for South Sudan – EES, CES, WES 	<ul style="list-style-type: none"> IFAD is in discussion with the Netherlands for potential co-financing of SSLRP
International Labour Organization (ILO)	<ul style="list-style-type: none"> Potential interventions: National Cooperatives Development Policy Framework; National Rural Financial Policy Framework 	<ul style="list-style-type: none"> ILO has commissioned a study to assess cooperative development in South Sudan. SSLRP will build on this work and support the development of the National Cooperatives Development Policy Framework, and the National Rural Financial Policy Framework in partnership with ILO

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Donor	Project (existing or planned)	Potential Areas of Collaboration
UNHCR	<ul style="list-style-type: none"> IFADs engagement with UNHCR in the context of the South Sudan Livelihood and Resilience Project (SSLRP) is particularly on the strengthening of the humanitarian development nexus. The IFAD investment in South Sudan, has the objective of empowering communities to determine their priority interventions which will be articulated through Community Development Plans (CDPs) 	<ul style="list-style-type: none"> UNHCR's beneficiary profiles could help to identify SSLRP beneficiaries that are ready to take up more sustainable livelihoods in the target counties Exchanges on the UNHCR Quick Impact Projects (activities) which could possibly contribute towards the pipeline of CDP activities for SSLRP Potential collaboration at the CDP implementation stage i.e. CDPs requiring humanitarian type assistance could be implemented by UNHCR through its partners.
Conflict Sensitivity Resource Facility (CSRF)	Conflict Sensitivity Resource Facility (CSRF) supports the use of conflict sensitivity in donor strategies and programmes in South Sudan.	<ul style="list-style-type: none"> Information exchange on conflict dynamics in the target Counties, Payams. This will assist in scenario-based planning through a conflict sensitive lens.
Partnership for Recovery and Resilience (the Partnership or PfRR)	Partnership for Recovery and Resilience (the Partnership or PfRR) is an inclusive group of donors, UN Agencies and NGOs who are committed to promoting local ownership and working together to reduce vulnerability and increase the resilience of people, communities and institutions in South Sudan on their way to achieving the Sustainable Development Goals.	<ul style="list-style-type: none"> SSLRP aligns with the PfRR outcomes to rebuild productive capacities and rebuild trust in people and institutions

PART II: DETAILED IMPLEMENTATION MODALITIES

II.1: Start-up

110. The IA is expected to have been selected by the time the IFAD Executive Board (EB) approves the project. Accordingly, MAFS will work with the IA to develop a workplan for preparatory activities and liaise with IFAD to organize a start-up workshop. Such preparatory activities could include:

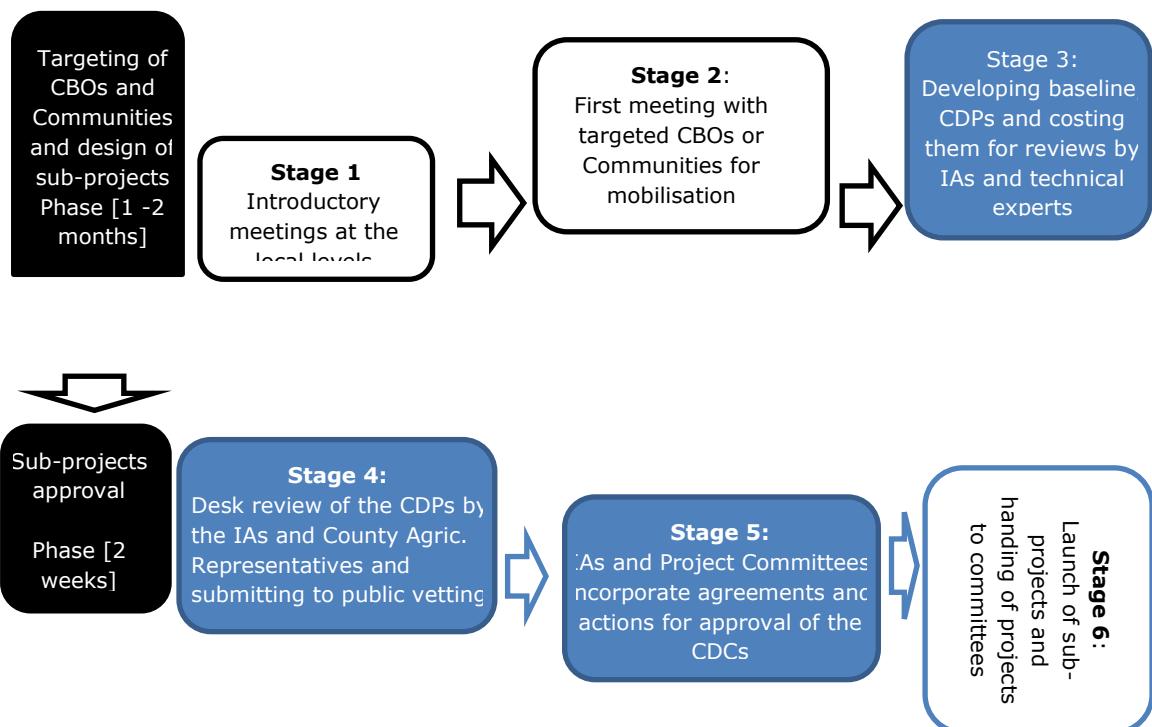
Table 9: Start-up Activities

Action	Completion Date (tentative)	Who
Selection of the Implementing Agency	April 2021	GoSS
Negotiate financing agreement	June 2021	IFAD/GoSS
Appointment of PCU staff and Implementing Agency Project Management Team	July 2021	GoSS/IA
Open Designated Accounts and identify signatories (ID and signature specimen)	August 2021	GoSS/IA
Sign the financing agreement (following IFAD board approval in April 2021)	August 2021	GoSS/IFAD
Sign MoUs with other line Ministries, and sign Performance Contract with IA	September 2021	GoSS/IA
Review draft PIM and finalise it	1 month after EB approval	PCU/IA
Introduce Project to the NAC/NTC and agree on how to proceed with the provision of the oversight function (frequency of meetings)	1 month after EB approval	MAFS
Establish project field teams in the target States and Counties	1 month after EB approval	MAFS/States /Counties
PCU and IA meeting to chart working programme including review and internalisation of 1 st AWPB and Procurement Plan	1 month after EB approval	PCU/IA
Procurement and installation of an off the shelf accounting software at the PCU and IA and the chart of accounts coded to the detail possible	1 month after EB approval	PCU/IA
Official project start and start-up workshop Orientation of PCU/NAC/NTC/IA	2 months after EB approval	MAFS/IFAD/I A
Recruit Community Facilitators	3 months after EB approval	States/Coun ties/IA
Undertake County Profiles	4 months after EB approval	PCU/IA
Conduct baseline survey	4 months after EB approval	PCU/IA
Conduct awareness creation on project objectives and implementation arrangements	5 months after EB approval	PCU/IA
Undertake a capacity and system's needs assessment to elaborate capacity building plan	5 months after EB approval	PCU/Consult ant
Review and finalise the targeting strategy for the selection of Payams, Bomas and the specific beneficiary communities. Proceed with the selection exercise for Payams, Bomas and the specific beneficiary communities.	5 months after EB approval	PCU/States/ Counties/IA

II.2: Component 1: Community Driven Development Planning

111. Component 1 seeks to target and empower socially and economically diverse communities in the 5 Counties, to articulate their needs, prioritise their development needs in a gender sensitive, climate and environmentally focused or responsive manner. Two outputs, namely: a) County profiles are compiled; and b) CBOs established or strengthened.

Figure 2: CDD Process



Phase and Steps	Activity	Responsibility centre	Max. duration
Community identification Phase	<p>1 Introduction into communities: Local leaders to mobilize all categories of HHs in the targeted villages to participate in the first meeting of the CFs; Clarifying objectives, access criteria & implementation modalities by AIs and the CFs; Encouraging stakeholder participation; Inspiring & creating local village contacts from targeted areas to work with CFs in the target population by Payam or Bomas chiefs; Identification of strategic interventions in the area</p>	County's PTS/ IAs/CFs and PDCs/BDCs	1-2 months

Livelihood business plan subproject preparation and approval phase	2	<i>Initiate community meetings:</i> The local focal person or the Public CBOs and the CFs mobilise HHs from the targeted villages on specific dates and time and clarify on the SSLRP explaining the requirements from participants in the villages;. First priority will be given to villages that did not benefit from SSLDP or with other similar programs.	PDCs / CDCs/ CFs/IAs	
	3	<i>Formation of CBOs or working groups:</i> Generating baseline data of the community or CBOs; Identifying, prioritizing & planning for community needs with help of technical team; Identifying existing resources & resource gaps; Preparing comprehensive community business plans; Defining who the beneficiaries are; Formation of CBOs through wellbeing ranking, public vetting, and existing policies.	CFs /AIs / SMS /	
	4	<i>Desk review of CDPs developed by IAs /CFs/ SMS;</i> Public vetting and approval of business plans subprojects at village level: Checking eligibilities of areas for funding, completeness of costing; Identifying possible procurement challenges; Generate recommendations for public vetting, including guidelines for selection of SPCs, follow-ups and preparation of community-based M&E.	IAs and County experts	
	5	<i>Desk preparation of approved CDPs by communities:</i> Finalising the CDPs for CDCs' approval by AIs and the sub-project committees selected	IAS/ SPCs? /CFs	2 weeks
	6	Launch of sub-projects and handing over by CFs to sub-project committees: On approval of the project, the SPCs take charge, work with CFs/AIs to finalise CBM&E, procurement plans and trainings identified in the CDPs	IAS / SPCs / PMU	

II.2.1: Subcomponent 1.1: Build Strong and Inclusive Community Based Organizations (CBOs)

112. There are two key activities under the subcomponent 1.1: a) geographical targeting of the lower government levels, to identify Payams and Bomas; and b) selection of existing CBOs and formation of new ones, both through guided facilitation processes that will ensure that selected CBOs conform to the guidelines of the Project. This process will take a maximum of 3 weeks. The CDCs, IA and the CFs will be responsible for the process.

Phase and Steps	Activity	Responsibility centre	Max. Duration
Selection of partners community and CBOs Phase	1 <i>Geographic targeting to identify target Payams, Bomas and CBOs: CDCs and AIs will use Project Targeting Guidelines, County profiles and other relevant information for geographical area targeting within the Counties; The CFs will identify the vulnerable, prepare engagements with Payams, Bomas and with existing CBOs and facilitate formation of new and inclusive ones.</i>	IAs/CDCs	3 weeks
	2 <i>Targeting existing & formation of CIGs and public CBOs in targeted communities: The CFs and local leaders will generate baseline data on the community, their institutions and CBOs; identifying, prioritizing & planning for capacity needs; identifying new groups of vulnerable community and profiling them for actions; targeted public CBOs and private CBOs based on memberships</i>	CFs / IAs / CDCs	

II.2.2: Subcomponent 1.2: Development of Community-Driven Development Plans (CDPs)

113. This sub-component is an outcome of guided facilitation by CFs and with inputs of technical support from livelihood experts, social inclusive and climate change experts. CDPs will respond to local production and accessibility issues. They are responses and priorities identified through a guided process with the help of technical experts and are owned by the CBOs that were developed in sub-component 1.1.

Phase and Steps	Activities	Responsibility Center	Max. Period
CDPs development Phase	3 <i>Identification of opportunities and preparation of business plan by CBOs: The activities within the menu; Defining the capacity needs by each CBOs; Including capacity activities in the CDPs; Undertake GALS, climate change, ESMF/FPIC analyses; Prepare business plans for training of CIGs/CBOs; Discussing and preparation of business plan subprojects by CIGs/CBOs; Review of CDPs by IAs; Approval of CDPs by CDCs after public vetting by communities.</i>	IAs / CFs / Consultants	6 months

4	<i>Group training and adherence to regular meetings and savings:</i> CIGs and public CBOs will receive tailor made training in group management and procurement; Training in gender and environmental issues; Adhere to regular meetings, regular savings, proper book keeping and stick to their group by-laws	IAs/ SPCs? /CFs	
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114. Potential activities are services and investments as further discussed under Component 2 and can include: a) promotion of climate resilient agricultural practices to increase productivity; b) increasing access to quality inputs, including seed and planting materials; c) promoting value addition and agro-processing; and d) support to a small livestock production for protein provision such as poultry, goats sheep. This will involve provision of improved husbandry and animal health services and other services required by the beneficiaries including entrepreneurship, financial literacy and value addition. Findings of the Climate and Vulnerability Assessment and Environmental and Social Management Framework (ESMF) for SSLRP and IFAD' Adaptation framework will be considered during the community driven development plan preparation.

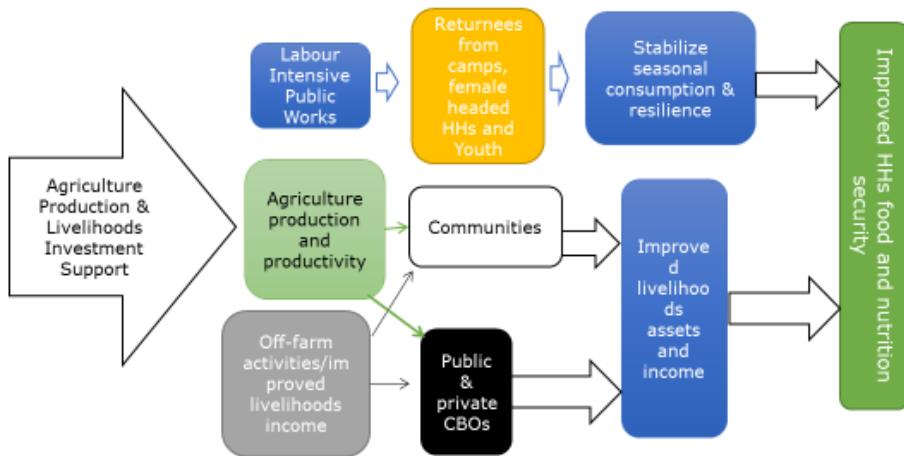
II.3: Component 2: Agriculture Production and Livelihood Support

115. Component 2 builds on the developments from Component 1 and largely with two core objectives: a]. To support and stabilize, in the short-run, household food consumption and to improve household resilience for those families that are voluntarily relocating from different camps to resettle in their homesteads within the Payams SSLRP will be working within the 5 Counties; and b]. To improve household's food security and nutrition of targeted households - including the beneficiaries of the safety nets, through improved household incomes that will come from diverse sources, including smallholder on farm and off-farm activities. The on-farm activities include smallholder agriculture - crops, livestock and fisheries. The off-farm activities include supporting value addition and agro-processing and other innovations that can benefit them.

II.3.1: Subcomponent 2.1: Investments for Increased Agriculture Production and Rural Livelihoods

116. Outputs from the subcomponent include: a) increased physical access to markets, processing and storage facilities; b) Increased access to marketing, processing and storage facilities; c) Strengthened environmental sustainability and climate resilience of poor rural people's economic activities; d) Land brought under climate-resilient management; and e) Communities receive nutrition support.

Figure 3: Diagrammatic Representation of Subcomponent 2.1



Subcomponent 2.1 a): Labour Intensive Public Work's CDPs Process

CDPs Types	Activity	Responsibility centre	Max. Duration
Labour-based Public Works	1 <i>Geographic and individual targeting:</i> Areas in Kajo Keji, Bor, Magwi, Torit where HHs are returning to ancestral homestead will be targeted. Also, in other areas female HHs and the youth desirous of stability in their nutrition and seasonal needs that could erode productive assets can be targeted in the short-run.	IAs/CDCs	Year 1
	2 <i>Menu of activities:</i> LIPW seeks to build or repair rural access roads, establish and manage tree nurseries, plant seedlings or promote afforestation, construct different soil and water conservation (SWC) mechanisms, flood control structures, build community ponds, valley tanks, hand-dug wells, or spring developments, develop mechanisms for rainwater harvesting, and rehabilitate or construct market shelters	IAs / CDCs	

CDPs Types	Activity	Responsibility centre	Max. Duration
	3 <i>Planned activities - (i) transfers of US\$ 63 per HHs for the beneficiaries participating in the LIPW activities; and (ii) hand tools and equipment, materials, and semi-skilled labor needed to implement the LIPW to the required standard and quality; production of infrastructure in 2 above</i>	IAs / CDCs	
Improved Household Income and Productive Assets through Smallholder agriculture and off farm's CDPs	4 <i>Targets: Existing CIGs in targeted Payams or Communities and returning households – to be facilitated in line with guidelines; targeting new vulnerable groups like returnees, women or youth with land their formation into CIGs, covering the 5 Counties. Also targeting MHHs and FHHs.</i> Strategies: target activities of the poor like agriculture, livestock and fisheries but also skill training for youth and value addition and value chain interventions.	IAs / CFs / BDCs	6 months
	5 <i>Group training and adherence to regular meetings and savings: CIGs and public CBOs will receive tailor made training in group management and dynamics, procurement; Training in gender and environmental issues; Adhere to regular meetings, modern farm practices, regular savings, proper book keeping and stick to their group by-laws</i>	IAs/ SPCs? /CFs	
	6 <i>Targeted activities: Livelihoods support including smallholder farming targeting both existing and new family enterprises – increasing or expansion of livelihood options through investments in agriculture, livestock, fisheries, and agro-processing. Support including training and the provision of a grant, and in business management skills (including financial management and marketing).</i>	NTC/IAs/ Consultants	

117. **Subproject 2.1 b: Improved Household Income Support Activities** - The Fund will support activities leading to increase in income generated by the beneficiaries over and above the portion for own consumption, to increase household incomes and their productive assets. Agricultural production activities for instance, will target all ranges of beneficiaries: returning households, CIGs and female headed HHs who are all considered poor and vulnerable households in 5 Counties. The LIS is comprised of an Improved Household Income Support Program (IHISP) and a Sustainable Agricultural Production and Productivity (SAPP). The IHISP incorporates key lessons from previous experience to improve the efficiency and effectiveness of the component but also experience from other projects implemented by the ministry. The SAPP aims to increase areas under cultivation and to improve yield per area of land brought under cultivation.

Table 10: Indicative Menu of Investments

Type of investment	Possible investments
Agricultural production	Improved goat rearing Animal Traction Local heifer dairy Bee-keeping Fruit/Tree nursery operation Cereals and root crops production Vegetable production e.g. Onions
Value addition/ agribusiness	Honey processing and packaging Cassava chips Postharvest handling- e.g. rice hulling; groundnut shelling, Maize/millet grinding Maize/Millet flour packaging
Non-fundable list	Purchase of large-scale equipment e.g. big tractors Purchase of Hydraform brick/block making machines Emergency assistance/relief Products and services which will have negative environmental and social impact examples include alcohol brewing and selling, charcoal making

118. **IHISP project cycle approach for systematic implementation:** The IHISP will be implemented through distinct project cycle. Each project cycle will be of one year, and will comprise of three phases – preparatory phase (2 months); livelihood business plan subproject generation and approval phase (4 months); and livelihood business plan subproject implementation, follow up mentoring and commissioning phase (6 months) – details presented in Process diagram below.

Table 11: IHISP Livelihood Business Plan Cycle

Phase and Steps	Activity	Responsibility centre	Max. duration
Preparatory phase	CDCs and guidance: Orientation and sensitization of County, Payam and Boma level stakeholders regarding the IHISP activities. Formation of technical and implementation support teams at County and Payam level. Capacity building of the County and Payam implementation support teams (IST).	CDC staff, consultants, partner agencies for capacity building	2 months
	Geographic targeting to identify target Bomas: Counties will define how many villages they can target and how many groups they can support based on available resources and guided by key poverty and other socio-economic criteria. First priority will be given to villages who have not benefited from SSLRP or other similar programs.	CEO, NDO, County and Payam political and technical leadership	

Phase and Steps	Activity	Responsibility centre	Max. duration
Livelihood business plan subproject preparation and approval phase	3 Community mobilization & sensitization in target villages by CFs: Mobilizing all households in targeted villages to participate, Clarifying objectives, access criteria & implementation modalities, Encouraging stakeholder participation, Inspiring & creating determination among the target population.	CDO, Boma Chief, LC1 members, Community facilitators	4 months
	4 Targeting & formation of CIGs in selected communities: Generating baseline data on the community; identifying, prioritizing & planning for community needs; identifying existing resources & resource gaps; preparing community action plans; selection of beneficiaries and formation of CIGs through wellbeing ranking, public vetting, and subject to requirements of LICF.	Community committees supported by Payam IST ⁸	
	5 Identification of livelihood activities – Undertake ESMF/FPIC, GALS and Climate change analyses and preparation of livelihood business plan by CIGs: Orientation about livelihood activity menu and viability of livelihood activities, Selection of livelihood activity by CIGs, Business plan training for CIGs, preparation of livelihood business plan CDPs by CIGs	CIGs supported by community facilitators, Boma Chiefs CDOs, subject matter specialists	
	6 Desk appraisal of livelihood business plan subprojects at Payam level: Checking completeness of documentation, checking conformity with sector standards & norms, checking conformity with project guidelines, checking appropriateness of budgets	CFs/IA/Consultants	
	7 Approval of livelihood business plan subprojects at the County level: Reviewing livelihood business plan subproject documentation, Ascertaining conformity with sector norms & standards, Ascertaining compliance with project guidelines	CDC	
	8a Group training and adherence to regular meetings and savings: CIGs will receive group management training, Adhere to regular meetings, regular savings, proper book keeping and stick to their group by-laws	Community facilitators with support from partners	

⁸ The Payam Implementation Support Team is led by CDO and comprised of Boma Chiefs and representatives from LC1

Phase and Steps	Activity	Responsibility centre	Max. duration
8b	Technical training in chosen livelihood activity. CIGs will also receive relevant technical training to support members in their chosen livelihood activity.	Community facilitators with support from County and Payam	
9	Provision of livelihood grants and procurement of assets: Reviewing livelihood business plan subproject approval process, Checking compliance with subproject budget ceilings, Singing of financing agreements, Providing basic training to subproject management committees, Transfer of funds to PMC	IA/CDC, CPMCs,	
10	Implementation of livelihood business plan subprojects by CIGs: Livelihood business plan subproject launch, Implementation of approved livelihoods business plans, Provision of technical support to CIGs	CIG supported by IA, community facilitators, Boma chiefs, CDOs,	
11	Supervision, monitoring and continuous implementation support and follow up mentoring: Field visits to livelihood subproject sites, Providing technical support & guidance to implementers, Review of implementation reports, Reviewing implementation of previous recommendations, Documenting and reporting progress in implementation, Tracking progress towards meeting the livelihood subproject activities	CIG supported by community facilitators, Boma chiefs, CDOs, NDOs and County Commercial Officers	6 months
12	Commissioning and process review: Receipt of subproject completion reports, Issuing subproject completion certificates to the community, Formal handover of subproject assets to the beneficiaries, Inauguration of O&M committees, Conducting process review, Consolidate learnings, and inform implementation in the next IHISP cycle	Community facilitators, Boma chiefs, CDOs, NDOs	

II.3.1: Subcomponent 2.2: Community Productive and Climate Resilient Infrastructure Investments

119. During the Planning Process envisaged under Component 1, the community will be facilitated to focus on infrastructure that will improve production of both crops, fisheries and livestock. As a result of this facilitated process, the communities are expected to

develop plans containing requests for support for investments in: infrastructure to improve production of both crops and livestock; infrastructure to reduce postharvest losses as well as postharvest processing; and infrastructure to improve access to inputs and markets.

120. With the communities having thus selected their preferred investments/subprojects, the following steps will be taken:

- assess the feasible technical options to deliver the subprojects. For instance, if a community in a given Payam/Boma requests for a water for irrigation subproject, an assessment will be done to determine the most appropriate/feasible water supply option;
- to carry out this assessment, the IA will engage the services of consultants who will then carryout the assessments resulting in the most feasible technological option for the subproject;
- next, the consultants will carry out the technical engineering designs of the specific subprojects including the bills of quantities and tender documents;
- the IA would then carryout the tender for construction of the infrastructure.

121. A similar process would be followed for the other categories of infrastructure. For access roads, however, the assessment will be to determine what sections of the roads will be improved and what the improvements will consist of. The consultants undertaking the assessments and designs will also be expected to supervise the construction on a day to day basis.

122. The expected outputs for the different categories of infrastructure, spread across all the five target Counties, are estimates based on the available budget and an assumed unit cost. These are presented hereunder:

- *Soil and Water Conservation* - assuming a budget of USD 475,000 and a unit cost of USD 1,000/ha, it is expected that these activities will be implemented in an area of 475 hectares;
- *Water for Production* - budget availability is assumed to be USD 1.9 million and an average unit cost of USD 50,000 per facility. This implies that the project would support development of 38 facilities;
- *Postharvest Infrastructure* - assuming a budget of USD 475,000 and an average investment cost of USD 10,000 per structure, it is expected that the project would fund a total 48 facilities; and
- *Improved Access to Inputs and Markets* - assuming a budget of USD 950,000, it is expected that the project would support spot improvements of road sections totalling 95 kilometres.

123. Given that implementation of the SSLRP is community driven, it is expected that formation of the CBOs and the selection of the subprojects would take place during the first year of implementation. This means that the assessments of the technological options and the engineering designs and tendering would take place in the second year with actual construction taking place from the third year. The detailed implementation process for the different infrastructure categories will be as outlined in the following sections.

Implementation Procedures and Processes

a) *Infrastructure for Soil and Water Conservation*

124. The activities under this section will support the improvement of land husbandry technologies and practices as well as farm level rainwater harvesting technologies. Implementation of activities in this subcomponent will be driven by technical officers (TO) among the IA's staff. A Climate and Environment specialist, when required, could be provided from the relevant government Ministry. If not possible, one would be recruited as a short-term consultant.

125. The process of activity implementation will be as follows:

a) Land Husbandry

Activity	Responsible
Preparation of land husbandry guidelines that will be applicable for each of the agro climatic zones	IA/TO
Mobilization of the local authorities, opinion leaders, CBOs and farmers, through contacts and awareness meetings	IA/TO
Refresher course for the land husbandry field technicians and local leaders of on land husbandry technologies and their implementation	IA/TO
Production of a detailed and farmer-friendly manual on trees/shrub, grass/legume and fruit trees management as well as a selection of crops suitable for the zone including the crop husbandry.	IA/TO
Training the communities on land husbandry technologies implementation, management and maintenance	IA/TO
Establishing tree/shrub, grass/legume seed multiplication and fruits nurseries with seed and equipment stores as recommended at least one per project site	IA/TO
Establishing nurseries for other agro forestry trees	Community
Operation and maintenance of land husbandry infrastructure	community
Continuous monitoring of operation, maintenance and sustainability of land husbandry infrastructures	PDC/BDC/CBOs
Preparation of land husbandry guidelines that will be applicable for each of the agro climatic zones	IA/TO

b) Demonstration Farm Level Rainwater Harvesting Systems

Activity	Responsible
Mobilization of the local authorities, opinion leaders, farmers, through contacts and awareness meetings	IA/TO
Identification of the farmers that will be supported to implement the farm ponds in target Bomas and local artisans to be trained in the technology	TO/county agriculture officer(s)
Training local artisans on the rainwater harvesting technology including: <ul style="list-style-type: none"> · construction of the ponds · the rainwater harvesting system (from the farm runoff as well as from roofs in the homestead including gutter installation); · connection to farm ponds; · the system for pumping water from the pond to the elevated storage tank; · Gravity-fed system to the drip system on the farm; and, · protection of the pond (fencing and shade net roofing) 	SP
Providing the materials for pond construction (dam liner, roofing metallic structure, roofing net, shading, drip kit, pump and tanks)	IA/TO
Construction of farm ponds in the various farms	TO/Artisans/Farmers
Supervision of the construction works	IA Engineer
Operations and maintenance	Farmers
Continuous monitoring of operation, maintenance and sustainability of ponds and irrigation systems	PDC/BDC/CBOs

b) Borehole Water Supply Systems

126. Development of a borehole-based water supply system entails a number of steps and processes. For each of the sites that will have been selected, a hydro-geological study will first be carried out. This study is meant to establish the possibility of striking ground water at that particular site as well as establishing an estimate of the water the borehole is likely to produce. This study is carried out by a hydro-geological professional. It is on the basis of the results of this study that an estimate for the costs of drilling will be established and be used in preparation of tender documents.

127. The next step is the actual drilling of the borehole which is undertaken by the contractor with the appropriate drilling equipment, primarily a rotary drilling rig with the

necessary equipment. When the hole is drilled to the recommended depth and water is struck, then the casings will be installed still with the rig, gravel pack installed, and the hole developed/cleaned and protected. The drilling equipment is then demobilized and on a later date a test-pumping unit is mobilized to establish the yield of the borehole. The borehole yield and the depth that will be established with the pump testing is what will determine the size of the pump in combination with the height at which the storage tanks will be mounted.

128. The next step will be the equipping of the borehole. In SSLRP the proposal is to equip the boreholes with solar pumping units delivering water to elevated plastic storage tanks. The size of the pumping units and the storage capacity will be determined as observed above by the yield of each of the boreholes. The final key activity will be the construction of the cattle troughs and domestic water point(s) where there will be no distribution system or installation of the water distribution system where feasible.

129. The activities will be implemented as follows:

Drilling & Equipping of Boreholes

Activity	Responsible
Prepare the tender documents including bills of quantity for drilling and equipping the boreholes	IA
Carry Out the tender process to award of the contract to drill and equip the boreholes	IA
Undertaking the consultancy and construction services for the boreholes development by implementing the activities as follows:	
a) Hydro-geological investigations	
b) Drilling works	
c) Pumping test all the boreholes to establish the yields	
d) Install appropriate submersible solar powered pumps	
e) Construct livestock watering troughs & domestic water point(s) or distribution system	
f) Install Water tanks & associated plumbing systems as necessary.	
g) Train WUA in the Organisational and technical aspects of O&M of the infrastructure	
Supervise on a regular basis the all works related to Hydro-geological survey, pumping testing, drilling works & equipping of the boreholes	IA/PCU/CBO

c) Water Supply System Based on a Rainwater Harvesting Structure Such as a Valley Tank

130. For each of the sites that will have been selected, an assessment will first be done to establish the amount of water (either spring or runoff) that the particular site is likely to generate. This assessment is carried out by a hydrologist. Based on the results of assessment, an estimate can be made on the likely volume of water that can be impounded. The IA will then contract a SP to carry out the design and supervise the construction of the water harvesting infrastructure.

Consultancy Services for Design and Supervision of Construction of the Water Harvesting Infrastructure

Activity	Responsible
Prepare the Terms of Reference for the consultancy to design and supervise construction of the water harvesting infrastructure	IA
Carry Out the tender process, up to award of the contract, to design the water harvesting infrastructure and prepare the bills of quantities	IA
Carry out the design including bills of quantity for construction of water harvesting infrastructure as follows:	
a) Hydrological Survey.	
b) Soil Survey.	
c) Topographic Survey.	
d) Design of the water harvesting infrastructure.	
e) Preparation of the Bills of quantities	
f) Prepare the tender documents for constructing and equipping water harvesting infrastructure	
Supervise the consultancy for design the water harvesting infrastructure	IA

Construction and Equipping of Water Harvesting Infrastructure

Activity	Responsible
Carry out the tender process up to award of the contract to construct and equip water harvesting infrastructure	IA
Undertaking the construction and equipping the water harvesting infrastructure by implementing the activities as follows:	Contractor
a) Preliminary works (site installation and bush clearing)	
b) Excavation and compaction works	
c) Construction of Spillway.	
d) Supply & installation of submersible solar powered pump	
e) Supply & installation of storage tanks	
f) Construction of watering troughs and plumbing system	
g) Construction of fence or planting live fence	
h) Construction of security guard house and sanitation facilities	
i) Buffer zone around the harvesting infrastructure	
j) Train WUA in the technical aspects of O&M of the infrastructure	
Onsite supervision of all water harvesting infrastructure works	Consultant
Monitor on a regular basis the all works on construction of the rainwater harvesting infrastructure	IA/PCU/CBO

d) Implementation of Postharvest Infrastructure

131. While a number of investments in postharvest infrastructure will be in the form of equipment which would be purchased directly, there could be some such as augmentation centres or market sheds that will require a design and the engagement of a contractor. The process will be similar the water for production infrastructure whereby the IA will engage a consultant to do the design and tender documents; tender the works as per procedure, supervision of the construction by the consultants with oversight by the IA/PCU/CBO

e) Implementation of Feeder Roads Improvement Works

<i>Consultancy for the Assessment of the conditions of the road & Design of Improvements</i>	
Activity	Responsible
Prepare the Terms of Reference for the consultancy to assess the road conditions, design required improvements and supervise construction of the water harvesting infrastructure	IA
Carry out the tender process, up to award of the contract, to undertake the assessments	IA
Carry out the assessments & designs including bills of quantity for access roads improvement as follows:	Consultant
a) Assessment of the road conditions and required improvements.	
b) Selection jointly with the IA, County Focal point and CBOs on the sections of the roads to be improved.	
c) Carryout the designs of the structures to be improved/constructed.	
d) Preparation of the Bills of quantities.	
e) Prepare the tender documents for constructing and equipping water harvesting infrastructure	
Supervise the consultancy for design the assessments, & designs for access roads improvements	IA

Construction Works to Improve of Feeder Roads

Activity	Responsible
Carryout the tender process up to award of the contract for labour-based improvement of feeder roads	IA
Undertaking the labour-based works for improving the access roads activities as follows:	Contractor
a) sections of road surface improvements as necessary	
b) drainage works as necessary	
c) alignment, widening & gravelling of existing feeder roads as necessary	
d) re-gravelling, grading & reshaping of the road camber as necessary	
e) Form & train the local road maintenance gangs as the work progresses	
Onsite supervision of all access road improvement works	Consultant
Supervise on a regular basis the all works on improvement of access roads	IA/PCU/CBO

II.4: Component 3: Project Support and Capacity Building

132. The objective of the component is twofold: a) to manage SSLRP in an efficient and effective manner by providing overall coordination, including planning and implementation, financial management and control, procurement support, Monitoring and Evaluation, knowledge management, and progress reporting. It will also ensure liaison and linkage with all other relevant projects/programmes being implemented in the country that seek to address similar or related constraints; this would be aimed at taking advantage of existent synergies and avoiding duplications; and b) augment the capacity of selected government institutions to facilitate participatory planning and development processes. Accordingly, the component has two subcomponents: a) Subcomponent 3.1: Third Party Implementation Arrangements; and b) Subcomponent 3.2: Institutional Capacity Building and Policy Support. However, subcomponent 3.1 and all aspects related to the PCU are covered under Section I 4. Institutional Arrangements and Responsibilities. Therefore, only aspects related to institutional capacity building and policy support will be considered here.

II.4.1: Subcomponent 3.2: Institutional Capacity Building and Policy Support

133. The objective of this intervention is to strengthen capacities of government staff and other non-state actors, at the national, State and County levels, to facilitate participatory planning and development processes. The focus will be on addressing capacity gaps (institutional and policy) as would be identified by a Capacities and Systems Needs Assessment. Accordingly, the first step in implementing this activity will be for the PCU to consult the relevant institutions at the different levels (national, State and County) with the objective of developing detailed ToRs for the capacity and systems needs assessment. Implementation of the target activities will have to be coordinated with those of GoSS' other development partners (such as AfDB, WB, etc.) to ensure synergies and efficient use of resources. In general, the following steps will be followed:

- PCU consults different institutions at the national, State and County levels and develops ToRs for the capacity and systems needs assessment. The ToRs should require the eventual service provider to use the findings of the assessment to recommend how the identified capacity and systems gaps would be addressed;
- Share the draft ToRs with IFAD for review and provision of No Objection;
- Competitive recruitment a service provider for the capacity and systems needs assessment
- Undertake the assessment under the PCU's supervision. The output of this activity will be a detailed report of specific capacity and systems gaps at different levels of government together with recommendations of how to address the gaps;
- Share the report of the findings with IFAD;
- Develop ToRs for recruiting the needed Technical Assistance/consultancy (national or international) to provide the needed training;
- In situations where the capacity gap relates to equipment/goods, develop the needed specifications in close consultation with the relevant/respective user departments/units;
- Undertake the needed procurements for goods/services following procurement procedures as laid down in the Financing Agreement;
- PCU to supervise and certify the provision of goods and services to ensure compliance with the requirements.

134. **Policy Support** – The focus of this intervention will be to facilitate the development and/or review and update of policies and strategies of selected subsectors for their effective and structured development. The project will support any relevant policy analysis

work that will help to strengthen the national policy framework for agriculture and rural development. This may involve the development and/or review and update of policies and strategies of selected subsectors for their effective and structured development. While more consultations on this issue will be made, preliminary indication suggested the need for the operationalisation of relevant existing policies and regulations. A liaison with existing/planned interventions, in the area of policy support, will be undertaken to take advantage of any existent synergies, such as the work being planned by the International Labour Organisation (ILO). Steps to be taken include:

- Liaison with some of GoSS' development partners (e.g. ILO) to establish what is being done in the policy area;
- Establish agreement with GoSS' development partners (e.g. ILO) on the collaborative framework related to interventions on the policy area. This would involve identification and assignment of specific responsibilities;
- Competitively recruit consultancy services to undertake a review of current situation and identify the existent gaps;
- Prepare a validation workshop and invite stakeholders to agree on the findings and the way forward;
- Recruit consultancy services to implement the agreed way forward;
- Prepare a validation workshop and invite stakeholders to discuss the different drafts and provide comments/suggestions;
- Address the comments/suggestions and produce final outputs.

II.5: Annual Supervision

135. *Supervision* – Supervision arrangements to be put in place will largely be influenced by the prevailing security situation in the country. If the security situation allows for the fielding of IFAD missions, then the standard IFAD project supervision and implementation support procedures would prevail. That is, IFAD would field missions with GoSS to jointly assess achievements and lessons learned and, when required, provide implementation support with the objective of ensuring effective project implementation and increase the likelihood of achieving the target objective. Under such a scenario, missions would be fielded at least once every twelve months. However, and depending on the extent and quality of implementation progress, implementation support Missions would be fielded as frequently as warranted by conditions on the ground so as to address any emergent issues that may have the potential to negatively impact project implementation.

136. The composition of the implementation support mission would be influenced by the issues identified as needing redress. As part of the annual missions' objectives, a review of the effectiveness of implementation arrangements will be undertaken to ascertain whether any adjustment/restructuring is needed to ensure optimum performance. ToRs for the supervision missions will be prepared by the IFAD Country Director except those for the Financial Management consultant; IFAD's Financial Management Division (FMD) would be responsible for preparing the ToRs and recruitment of the Financial Management consultant for the mission. The timing of the supervision missions will be influenced by factors such as the status of AWPB implementation coordinated with the production of interim financial statements in accordance with IFAD interim financial reporting guidelines. This will enable Supervision Missions to measure the progress at the specific cut-off dates.

137. On the other hand, in the event that the security situation is not conducive to fielding IFAD supervision and implementation support missions, IFAD would engage locally-based institutions/individuals to undertake the supervision and, when needed, provide implementation support. This would be done in collaboration with MoAFS. In addition, under this scenario, IFAD would endeavour to use remote supervision provisions

for continuous monitoring of performance; this would follow IFAD's Guidance Note on Remote Supervision.

II.6: Mid-term review (MTR)

138. An MTR will be undertaken halfway through project implementation; it will evaluate whether the project is on course to achieve the objectives. It will identify any prevailing constraints and recommend such re-orientation as may be required to help the project get back on course to achieve its objectives. However, the actual timing and nature of the MTR will, similarly, be influenced by the security situation on the ground.

139. There will be four outputs of the MTR: a) an Aide Memoire summarizing the findings; b) MTR report detailing the findings and recommendations on the way forward; c) a revised PDR, if necessary, to reflect the mission's recommendations; and d) a detailed project closure plan. This will be accompanied with: a) a revised budget to guide utilization of the remaining funds; and b) an updated PIM. The exercise should be followed up by development of a second 3-year plan for project implementation.

140. Undertaking of the MTR is the responsibility of government/PCU. The government/PCU may consult IFAD to facilitate the process, including identification of consultants, etc.

II.7: Project Completion

141. Undertaking of the Project Completion Review (PCR) exercise at the end of SSLRP implementation will be led by GoSS but in close coordination with IFAD. The main purposes of the completion review process are to promote accountability, reflect on performance and elicit lessons learned to inform future programme/project design and to define an appropriate post-project strategy. The learning dimension of the completion process will be used by both IFAD and GoSS as the foundation for improvements in future programme/project design and implementation. The completion review process will also be critical for identifying opportunities for scaling-up best practices. The PCR would need to be undertaken after project completion but before the project closure period but the prevailing security situation will influence the timing of the exercise. As part of the completion activities, a Beneficiary Impact Assessment (BIA) will be undertaken and findings used to inform the Project Completion Report. If a detailed project closure plan does not get developed at MTR, it should get developed subsequently but, certainly, earlier than the last year of implementation.

142. Undertaking of the PCR is the responsibility of government/PCU. The government/PCU may consult IFAD to facilitate the process, including identification of consultants, etc.

PART III: Project Procedures

III.1: Planning and AWPB Development

143. SSLRP's planning will follow a bottom-up participatory process. The IA will lead the process by working with the relevant local governments. The initial planning and preparation of the AWPB will be carried out at the Boma level within the framework established for decentralised administration. The Boma level plans will then be consolidated at the Payam level, then at the County level, State Level and, eventually, at the national level. This will form the SSLRP-wide AWPB.

144. To enhance the efficiency of planning and preparation of the county AWPB, the IA will provide the counties with clear guidance regarding multi-annual output targets and budgetary planning. The Project will adopt a multi-year planning, in particular for infrastructure-related interventions, and secure the required budget. It will reveal each county and each implementing entity and their contribution towards the PDO. This will be developed as a start-up activity, covering the period up to MTR. It will serve as an internalization process for the IA and counties of the Project Design Report (PDR) and supporting documents, and forming the basis for the annual work plans to be developed subsequently. The first AWPB will be prepared based on the project's appraisal report while subsequent AWPBs will be rely on participatory review and planning processes whereby beneficiaries will identify their community needs and resource priorities.

145. The AWPB will be critical for ensuring alignment between components and across county plans with project objectives. The IA will coordinate the different service providers and counties and ensure that the AWPBs are realistic, reasonable and results-oriented. The AWPB shall be initiated before the fiscal year ends. It shall be consolidated and sent to IFAD for review and provision of No-Objection. The Financial Controller and Procurement Officer will be part of the entire process. The Procurement Plan and Training plan will be prepared together with the AWPB and sent to IFAD for No-Objection 60 days prior to the beginning of the new fiscal year. Thus, the AWPB development process for the proceeding year will be expected to start in August of the current year, and be submitted to IFAD at least 2 months (by 1 November) before the new year starts.

Table 12: Annual Work Plan and Budget Preparation and Approval Schedule

Item no	Activity	Time schedule (tentative)	Responsibility
1.	Each cost centre initiates consultation process, sets up AWPB preparation team	2 nd week June	Head of cost centre
2.	Preparation of AWPB by cost centres	July-Mid-August	Cost Centres
3.	Review of draft AWPBs of cost centres by the respective cost centres and agreement on draft AWPB	3 rd week August	Cost Centres
4.	Receipt, review and consolidation of AWPB at the State level	1 st week September	IA State representatives
5.	Presentation of draft State AWPBs at the Annual Review Workshop	2 nd week September	IA State representatives
6.	IA receives, reviews and prepares the draft consolidated AWPB	3 rd week September	IA
7.	PCU receives draft AWPB from the IA, reviews and incorporates its planned	4 th week September	Project Coordinator

Item no	Activity	Time schedule (tentative)	Responsibility
	activities and prepares the overall project draft consolidated AWPB		
8.	Submission of draft AWPB to NAC/NTC for review/endorsement	1 st week October	Project Coordinator
9.	NAC/NTC review, comments and endorsement	2 nd & 3 rd week October	Project Coordinator
10.	Preparation of final draft of AWPB incorporating NAC/NTC comments	4 th week October	Project Coordinator
11.	Submission of AWPB to IFAD for expression of no objection	1 st week November	Project Coordinator
12.	Review by IFAD, provision of comments if any, and expression of no objection	End November	IFAD Country Director
13.	Preparation of final AWPB by PCU incorporating IFAD comments if any	1 st week December	Project Coordinator
14.	Finalization of AWPB and distribution to implementing institution and agencies	2 nd & 3 rd week December	Project Coordinator/IA

146. The Project will have the possibility of revising the AWPB at any time of the year and any necessary adjustments would be subjected to the required approvals by both government and IFAD. Once the AWPB has been approved, the various implementing departments will be expected to carry out Short-term Activity Planning during which detailed activity plans will be prepared to facilitate close supervision and coordination of field activities and progress review. These will be done during regular planning meetings undertaken on a monthly basis, where decisions regarding what activities need to take place during the coming month, when, where and by whom will be made.

147. To ensure smooth planning and implementation of the AWPB, the budget estimates shall be done based on market research, particularly for procurement related activities. The Procurement team shall also ensure a realistic procurement plan and prepare the procurement package (specifications, ToRs, etc.) prior to the start of the new fiscal year. Taking into account the fragility nature of South Sudan, special consideration shall be made for possible stop-and-start of project implementation which can make learning and testing of new techniques difficult. Hence, the project shall tie project deliverables and activities to be carried out to each stage of project implementation which will help it to maintain focus on learning when circumstances require difficult choices.

148. **Adaptive Programming** – SSLRP implementation in the target areas will be influenced by the prevailing security situation and/or other calamities that could befall the country. The project will be implemented in a modular approach, enabling activities and interventions in different locations to proceed if security is compromised or in the event of any other calamities. Features of adaptive programming include: a) encouraging implementation through a consortium with local partners; b) CDD approach that contributes to community empowerment for O&M of infrastructure and construction of basic infrastructure through LIPW; c) involvement and empowerment of local governments; d) make an allowance to engage third party individuals/organizations to undertake monitoring and supervision when missions cannot be fielded; e) sourcing of resources locally, to the extent possible; and f) flexibility that allows for adjustment and restructuring of project interventions as needed. This would allow for sustenance of a

certain degree of activity implementation during some calamities, depending on the nature and extent of the calamity. For proper coordination and advance preparation, SSLRP management will keep close liaison with institutions, such as the Partnership for Recovery and Resilience (PfRR), WFP, United Nations High Commission for Refugees (UNHCR), and other humanitarian agencies that could help provide early warning information.

149. Conflict Sensitivity – Conflicts in South Sudan is attributed to political insurgency with isolated inter-communal and inter-ethnic clashes over cultural and dwindling resources exacerbated by climate variability and change. The project will be implemented within a conflict sensitive approach that will facilitate for adaptive programming and crisis modification. Implicitly, implementation will be guided by scenario based planning, underpinned by conflict scans, which will inform mission plans, AWPB and sequencing of project activities.

150. Generally, due attention will be given to conflict avoidance through the provision of quality service and public participation. Close liaison with different institutions operating in South Sudan will should be used to monitor and mitigate conflicts. Citizen Engagement Strategy, including GRM, will ensure the participation of communities in planning, design, implementation as well as monitoring and evaluation. Furthermore, it is important to work with the government of South Sudan and create a platform for monitoring implementation of the revitalization peace agreement. Additional information is provided in Annex 5.

III.2: Monitoring and Evaluation

151. M&E System – The IA will develop a results-based M&E system to support decision-making and knowledge management, grounded in lessons learnt from SSLDP. The system will be based on: (i) a clear results chain, based on the logical framework and economic and financial analyses; (ii) clear profiling (breaking down) of each target to act as an outcome prediction system based on output monitoring; (iii) fine-tuning of the qualitative and quantitative data collection (survey included), processing, digitalization, storage and information sharing; and (iv) quantified analysis of project results and approaches. The system will be based on automated Excel sheets (using formulas and cross-referencing), together with an electronic library for storing files, documents, progress reports, pictures and others.

152. Logical Framework – The log-frame includes Core Indicators as proposed by IFAD; indicators which might be aggregated across projects for corporate reporting; therefore, the COI will ensure that the Project reports on corporate outcomes. As a start-up activity the logical framework should be reviewed, internalized by all parties, baseline and target figures be established if they are not there, and any final modifications may be made. For subsequent evaluation purposes, the logframe indicators, targets and assumptions may be modified following results of M&E. However, a No-Objection from IFAD will have to be sought before effecting any such changes. Again, no changes are allowed for COIs hence, a No Objection for these can never be granted.

153. Indicators – In addition, as a start-up activity, the M&E team should review, further develop and possibly add indicators useful for project monitoring. This includes defining additional indicators useful for progress and results monitoring. All indicators should be profiled, ensuring that they are SMART, gender and age disaggregated, that clear data collection responsibilities have been assigned and that they are broken down per year, per county. This will assist results-based planning. For outcome level indicators, the contribution of each of the outputs should be established, so that achievement/non-achievement can be predicted, based on the output achievement, during each period. In terms of community indicators, the changes should be measured to determine if there are any institutional changes triggered by the project's participatory approach to project planning, implementation, and monitoring and evaluation. Since the project will also employ community monitoring, the M&E team should coordinate the processes of facilitating the development of community indicators by the communities.

154. **Data Collection** – Building on the experiences of SSLDP where M&E underperformed partly due to lack of standardized data collection templates, the IA's M&E team will, in consultation with key stakeholders, design standard data collection templates to be used for all agents in the project's data collection exercises. This will ensure consistency in data recording across all Programme areas. The project will collect data on project inputs/activities and the resulting outputs. Data on the project's intended outcomes will be collected annually through annual outcome surveys⁹. Higher level project outcomes and impact data will be collected through outsourced surveys and they will be carried out at baseline, mid-line and end-line periods¹⁰. The M&E team will also collect, or facilitate the collection of, data on mainstreaming themes and grievance redress mechanism. These will be incorporated into annual outcome and impact surveys. Data on community indicators will also be collected annually from the second year of project implementation through community monitoring surveys. GPS information will also be used to capture for both beneficiary tracking and infrastructure monitoring. Beneficiary information will be stored in the form of biometric data.

155. To the extent possible, the project will collect panel data to allow easy tracking of changes over time, confirming significant trends and measuring impact hence, data will be collected on the same respondents over all periods of time. The data to be collected will include quantitative data, to measure the project's tangible output and outcomes, and qualitative data, to complement the quantitative data and capture intangible results of the project.

156. Data will be collected using survey questionnaires, checklists, forms, registers and other data collection templates for different mainstreaming themes, grievance redress mechanisms. Due to the challenges experienced with past development projects with regards to using paper-based data collection¹¹, the tools to be used in data collection will include smartphones, for survey data collection.

157. **Progress Reporting** – The main source of information for the IA will be progress reports produced by the IA's M&E team. Standardized formats should be developed and used consistently. The IA will validate the information and provide a consolidated progress report based not only on figures but on detailed, sophisticated analysis, linking the physical with the financial; estimating overall achievement of the objectives of the project and forecasting performance. The IA M&E team will produce consolidated six-monthly and annual progress reports to be used in-house for planning, and for forwarding to IFAD, not later than 60 days after the end of the reporting period. This will feed into the ORMS and COSOP M&E reporting exercises. A standardized template, mirroring the AWPB should be developed.

158. **Baseline and Impact Evaluation** – The IA will, as a start-up activity, in line with the COI guidelines refine the impact evaluation methodology of the project; this methodology will for example determine the statistic tools to be used, the questions to be assessed, the sampling framework (e.g. to be representative at county level), the various different target groups to be represented etc. This methodology will form the base for the TOR to recruit a company for both the baseline survey, the mid-line survey, and the end-line (impact) survey. It will be critical to ensure that the methodology is well-developed and that all data and analysis is well documented and stored well both on and offline, to enable analysis. Given current IFAD's position to continuously apply Geographical Information System (GIS) and Remote sensing applications, it is recommended that the baseline and impact evaluations are accompanied by the application of GIS and Remote sensing tools. In here, it should be noted that in case the IA does not have standalone GIS specialist, the engineer or agronomist can collect the baseline data and analyse it. In case

⁹The outcome surveys will be conducted annually after the third year of project implementation.

¹⁰These surveys will be outsourced to avoid conflict of interests in evaluating the project's performance.

¹¹The limitations include; its vulnerability to errors mostly related to skip questions and incompleteness of interviews since there is no automated mechanism to trace that during data collection while the computer based method has the advantage of allowing GPS information, recording interviews and taking photos.

technical support is sought, IFAD's GIS team will provide implementation support upon request.

159. Annual Outcome Survey – To supplement the outcome forecasting, and to monitor likely achievement of outcomes prior to the end line survey, annual outcome surveys will be undertaken after the mid-term review. These should be quick surveys, asking only a handful of questions, and be easy to administer. The surveys should be carried out by agricultural officers on ground and be consolidated by M&E officers at the counties and IA. It is recommended that a group be selected at random (e.g. 20 individuals from each county that is supported) and then followed upon every year, similar to a panel method. The questions are likely to be more qualitative in nature and, when analyzed together with the quantitative output monitoring, will give a good indication of the trend towards achievement of the project results.

160. Integrated Project Risk Management Monitoring Strategy. Risk is not static; it is rather dynamic. New risks emerge while existing risks disappear. Risks that were already acknowledged may become more or less frequent, severe or relevant to a project. This calls for monitoring of the project's identified risks as well as their mitigation measures. SSLRP's risk monitoring will involve assessing the implementation and effectiveness of the risk mitigation measures identified in the IPRM. The monitoring will also entail tracking the already identified risks and identifying and analyzing new risks throughout the project lifecycle.

161. The SSLRP monitoring plan will identify the most significant risks likely to have the highest cost on the project and its beneficiaries. Some of these were risks identified in the EFA and applied in the sensitivity analysis (see table below): a) the risk of the potential resumption of conflict and how this could delay implementation; b) macro- economic issues around inflation and SSP volatility; c) flooding and related climate catastrophes.

Sensitivity analysis			
	%	IRR	NPV (US\$)
Base Scenario		24%	5,472
Decrease of Project benefits	-10%	23%	4,840
	-20%	21%	3,974
	-30%	20%	3,593
	10%	22%	4,947
Project costs			Fragility and Security.
	20%	20%	Flooding and weather related risks, Inter-community conflicts due to competition natural resources
1 Delay of benefits		19%	4,449
2 Delay of benefits		16%	3,485
Adoption rates	90%	9%	539
	80%	5%	-104
	70%	2%	-748
Cost Increase	10%	22%	4,947
	20%	20%	4,422
	30%	18%	3,897
Increase of benefits	10%	27%	6,545
	20%	29%	7,617

Intergated risk framework		Risk probability
Risk categories	Inherent risk	Residual risk
1. Political commitment	Substantial	Substantial
2. Governance	High	Substantial
3. Macroeconomic	Substantial	Substantial
4. Fragility and security	High	Substantial

162. The review will involve providing answers to questions such as:

1. How effective is our risk management strategy?
2. Are risk mitigations working according to expectation?
3. How accurate is the risk assessment process? Are all risks being identified?

4. Have risk treatment methods improved the performance of the project?
5. Are safety procedures being followed?

163. **Responsibilities and Sources of Information.** Analysis of the risks will be the responsibility of each mission member, focused on their key technical areas and will be included in the mission TOR. The results from these analyses will be triangulated using results from the WB's risk and crisis monitoring reports. Since the WB'S risk monitoring also includes monitoring of systematic risks, these reports will be of particular importance in providing risk information for sections or components that are not project specific, such as political, macroeconomic, fragility and security contexts. Apart from WB, SSLRP will also coordinate with other development agencies in South Sudan, e.g. UNHCR, FAO and WFP.

164. The PDT is also discussing with RIA on the possibility of piloting *geo-enabled monitoring systems* which will be critical to facilitate remote monitoring supervision where physical missions cannot take place. World Banks's *South Sudan Geospatial Risk Monitor* will also be an important source of information on various levels risks. IFAD's in-country proxy liaison consultant will be the "eyes and ears on the ground, with a specific task to keep the Fund informed of any emerging risks and to undertake monitoring missions, as feasible, and to keep engaged with key Development Partners. IFAD will also engage Third Party Monitoring (TPM) e.g. FAO-DPI, taking advantage of the existing FAO logistical infrastructure in South Sudan.

165. **Record-keeping.** For ease of tracking the project's performance with respect to different risks, a risk management register will be kept to document progress against each risk. An example register format is given in the following table:

Mitigations tracker

Risk	Proposed mitigation measure	What should have been done?	Who was responsible for implementing the measure?	Has it be done or not	When was it done?

166. To capture changes in the risk profile and to capture new risks, an additional example template is included below:

Risk tracker

Risk	Rating increased	Rating decreased	Risk dropped	Risk added

167. **Timelines.** Although the risks will mainly be monitored during supervision missions, the review of some risks will not be limited to these timeframes since some risks are urgent and need to be dealt with urgency. SSLRP already a Disaster Response and Risk Mitigation component to ensure, that in the event of an environmental or man-made disaster the project can quickly reallocate resources from the other activities in support of the GoSS emergency response.

III.3: Knowledge Management, Learning and Communication

168. *Knowledge* – Knowledge Management and Learning (KM&L) and communication will consist of:

- a) Knowledge gap identification and prioritization of knowledge products to be developed to increase uptake of effective approaches for agricultural development;
- b) Regular internal experience-sharing and reflection workshops, reviewing the draft consolidated progress reports, as well as focus group interviews annually;
- c) Case studies to ease the upscaling of best practices in Eritrea or repackaging of innovative approaches developed elsewhere;
- d) Documenting lessons learned for innovations and creativity;
- e) Dissemination of knowhow based on available communication tools (including video documentaries);
- f) South-South Triangular Cooperation (SSTC) in terms of exchange visits for innovations discovering
- g) Refreshment and upgrading training to and with Projects and training centres in other countries.

169. *Communications* – Substantive training budget will be required to support training on media-related activities, which may be utilized to help the project gain visibility and interest from stakeholders, and to support the knowledge dissemination work.

170. *Knowledge Topics* – The following issues have been identified as critical areas for the knowledge management initiatives to create knowledge and disseminate within the Project context and beyond:

- a) Sector Coordination. The IA will support MAFS to conduct regular sector coordination meetings, e.g. quarterly meetings between MAFS, IA and relevant development partners. This will be critical since an increasing number of partners have expressed willingness to support the agricultural sector in Eritrea. Sector coordination will support MAFS to ensure a coordinated response, both in terms of geographical areas and in ensuring that consistent approaches are being used.
- b) County profiles: The IA will conduct county profiling which will involve undertaking conflict assessments and understanding the needs of different counties in terms of livelihood assets such as environment and physical access; livelihood status , and climate change shocks such as floods or drought. The knowledge from the profiles allow understanding of existing capacity gaps at community, county and state levels. This will be carried out at project start-up to inform the capacity building support to be provided by the project.

III.4: Financial Management

171. The purpose of the module is to ensure that the key players in the SSLRP financial management both at PCU/MAFS and IA fulfil their fiduciary responsibility to ensure that proceeds from the Loan and Grant and other sources are used exclusively for intended purposes.

172. The Ministry of Finance and Planning (MoFP), as the representative of the recipient/borrower, will represent GoSS on all matters pertaining to SSLRP financial management. MAFS, the Lead Agency and will ensure the overall oversight for the implementation of Project at National level through an existing PCU which will also be responsible for implementation of Subcomponent 3.2, *Institutional Capacity Building and Policy Support*. IFAD and GoSS have agreed to implement SSLRP through a third party/implementing agency (IA), in the form of a consortium of NGO's selected by GoSS. As a disbursement condition, a Project Finance Manager and an accountant must have been assigned to the project by GoSS and the IA will be required to have at least two financial management staff. IFAD No Objection will be needed to assure the calibre of staff assigned. As the PCU staff are full time staff of MAFS/PCU, counterpart funds shall be used

to cover their salary costs with the project providing only top up allowances. Terms of reference of SSLRP Project Finance Manager are attached in the annex.

173. A service provider has been designated as a key implementing agency for the project, except for Subcomponent 3.2. For financial management, this will involve budgeting, receipt of funds, procurement, making of payments, justification, generating withdrawal applications and reporting on all activities implemented by the IA. The IA will establish a sound financial management system for the project, consistent with the requirements of IFAD Guidelines on Financial Management covering the financial management cycle from project start-up to financing closing including budgeting, accounting and financial reporting; establishing internal controls with internal audit arrangements; funds flow management including disbursements; and statutory audit throughout the project cycle.

174. *Budgeting and Budgetary Control* – Budgeting will be jointly done between the MAFS and the IA, together with other key stakeholders identified for project implementation. The PCU will be responsible for consolidation of the AWPB and presentation to NAC for approval/endorsement.

175. The authority to incur expenditure is the approval of the AWPB with expenditure incurred outside the approved AWPB declared ineligible for financing from the loan and grant funds. The detailed cost tables in the PDR are indicative of the costs to be incurred over the project period and can be altered during the process of the AWPB.

176. Schedule 2 of the financing agreement will specify the disbursement categories of the project. As per the IFAD disbursement handbook, schedule 2 of the financing agreement can also be amended with reasonable justification submitted to IFAD by the GoSS requesting reallocation of funds. It is however difficult to request for a reallocation of funds from investing activities to recurrent activities like operation costs and salaries.

177. AWPB shall indicate the financing sources (IFAD loan, IFAD grant, Co-financiers, parallel financiers, GoSS and beneficiaries) for each activity, every item should be linked to a proper cost category and component/subcomponent. This is important as, each funding source will Finance expenditure items as per the financing rule in the financing agreement which should be reflected in the AWPB.

178. Payments to suppliers, contractors and service providers will be made from IFAD at 100% net of taxes.

The processes of preparing the AWPB are described in Part III of this Manual and are further detailed in the IFAD Guidelines for AWPB Preparation and Progress Reporting (attached as an Annex to this Manual). The aspects covered hereafter are the budget aspects to the extent that they relate to financial management. The critical importance of the AWPB in Financial Control

56. During day-to-day financial management will be guided by an approved AWPB, providing guidance on what to do and how to use resources. In the context of SSLRP financial management, the AWPB will provide the following guidance:

- a) *a commitment of MAFS/PCU and the IA to carry out a set of activities, produce specific outputs and achieve certain targets;*
- b) *Agreement between GoSS and IFAD and other SSLRP financiers that the planned activities are appropriate in light of the SSLRP objectives and approval to spend funds as specified in the annual budget;*
- c) GoSS and IFAD will have provided “**prior approval**” to the IA to spend resources on the activities included in the AWPB. It should be noted that **any expenditure incurred outside the approved AWPB will be declared ineligible for IFAD financing**; and

- d) The AWBP is also a management tool and performance measure, therefore, SSLRP should set challenging but **realistic** targets. SSLRP's performance will be assessed, among other ratings, by the extent of AWBP execution while analysis of individual activity budget variances will guide project management decision making.

Key Budget Control/Execution Responsibility Centres.

179. In the planning and budgeting stage, the project finance personnel at PCU and IA are expected to perform the functions below:

- a) Avail budget holders/responsibility centres with status of available funds by disbursement category and component/subcomponent;
- b) Provide an analysis of restricting factors that inform realistic budgeting, including funds can be made available in a given period, linkage between procurement and expenditure, exchange rates, disbursement methods, among others;
- c) Provide support in financial data presentation and consolidation in acceptable formats;
- d) Develop a treasury plan as disbursements will be based on quarterly forecasts; and
- e) Ensure that the AWBP has been submitted to IFAD for review and No Objection, 60 days before the beginning of the financial year.

180. Prior to the start of the AWBP exercise, the Project Finance Manager would obtain from the Accounting Software and from IFAD a status of funds balances available by category and component, including up to the major activities. The status of funds available should be adjusted by deducting commitments, Withdrawal Applications (Was) in the pipeline and projected expenditure for the remaining part of the current year. The adjusted information about the status of funds would be provided to the budget responsibility centres so that they are aware of budget ceilings. The AWBP shall be cleared in the context of available balances by category, otherwise over-expenditure on categories will not be approved when incurred. This is applicable to both PCU for Subcomponent 3.2 and to the IA for the rest of project activities.

181. The net available balance should also be broken down according to components, subcomponents and major activity headings, so that planners are able to determine the relative weights for each component/subcomponent in the AWBP.

182. **SSLRP accounting and financial reporting** – There will be two accounting hubs under SSLRP, the PCU and the IA. The PCU will be the consolidation centre for accounting data for financial reporting purposes. For generation of WAs however, each accounting centre will separately generate their withdrawal applications, for submission to MAFS for checking and MoFP for certification. Under the current World Bank funded projects, the PCU has used MS excel for accounting and financial reporting for the projects. Whereas PCU has been able to generate financial statements and submit WAs, MS Excel has limitations in the depth of financial reporting as it is cumbersome, prone to errors and manipulation, limits production of timely and accurate reports, prone to data loss and does not provide audit trail. Accordingly, it will be a requirement to procure and implement an off-shelf accounting software that will be set up at the PCU as the accounting consolidation centre. Since it has been agreed that the IA will generate own withdrawal applications, the IA will also be required to implement the use of an accounting software.

183. Some of the suggested attributes of SSLRP accounting package will include:

a) FUNCTIONALITY

STANDARD REQUIREMENT	
a.	User friendly (e.g windows driven)
b.	Ability to account under different bases of accounting (cash, modified cash, modified accruals)

STANDARD REQUIREMENT	
c.	Budget Control features including encumbering funds at the point of commitment.
d.	Capacity to track the following data: <ul style="list-style-type: none"> i. Actual ii. Budget iii. Life of Project
e.	Ability to track/link to Physical Performance Indicators (e.g. units of output or contract completion status) as required by project
f.	Ability to track and search by specific transaction references (e.g cheque #'s. P.O. #'s. direct payments. Voucher #'s, direct payments, Voucher #'s, etc)
g.	Dual charts of account (ability to track in accordance with or link to local reporting systems as well as donor requirements)
h.	Ability to support in the generation of withdrawal applications, or at least through export into Ms excel.
i.	Ability to track and report on parallel multiple funding sources

b) REPORTING

Requirement	
(a)	Ability to track and report on flexible reporting cycles (e.g month, quarter, calendar year, fiscal year, project cumulative, etc)
(b)	Ability to track and report by financier
(c)	Ability to track and report by grant/loan disbursement category- with exact layout of the components, activities and expenditure categories
(d)	Ability to track and report by project component or activity. Capacity to customize reports
(e)	Ability to generate key Financial Management Review report formats with a clear audit trail (e.g. no additional revisions needed in a spreadsheet which would modify an audit trail)
(f)	Ability to generate reports for previous periods back as 6 years (e.g. lost report)

c) SECURITY

Requirement	
(a)	Internal Security features adequate (e.g. cannot delete posted transactions, controlled access, password protection)
(b)	Security includes back-up and system maintenance procedures
(c)	Security includes self-diagnostic checks to ensure integrity

d) SUPPORT

Requirement	
(a)	Support readily available for: <ul style="list-style-type: none"> i. Technical issues ii. Training

184. **Chart of Accounts** – There will be a need to adopt a coding structure (chart of accounts) that accommodates IFAD project financial reporting requirements, by financier, component/subcomponent, disbursement categories, and key activity. The coding once

agreed to, shall be used all the way from AWPB presentation fund requisitioning, payment vouchers, posting the accounting system, etc. The coding structure will depend on the accounting software selected. As a critical start-up activity, an off the shelf accounting software will be procured, installed and the chart of accounts coded to the detail possible.

185. Justification of expenditure and Payment Documentation – Payments must be supported with the minimum set of supporting documentation that should be attached to a payment/journal voucher as per requirements in the public sector. To ensure that both the PCU and the IA collect all the supporting documents, checklists are provided hereunder. These should be ticked-off carefully and attached to each cheque payment voucher to ensure completeness of supporting documents. These documents shall be filed for review by the auditors (internal and external) and IFAD Missions; they must be archived over a period of 10 years following the financing closing date.

SSLRP Document Checklist

Standard Goods	(Tick)	In-Country Workshops	(Tick)
1. Complete Written Voucher, duly approved		1. Attendance sheets	
2. Confirmation by Procurement Officer that the Procurement was properly done in accordance with GOSS and IFAD procedures		2. Attendance sheets should be reconciled to DSA paid	
3. Attach Copies of relevant No Objections from IFAD, where applicable		3. Availability of supporting documentation	
4. Attach Contract Monitoring form where applicable		a) Training report	
5. Availability of supporting documentation		b) Hotel Receipts/ bills for meals and accommodation(should be reconciled to attendance sheets)	
a) Contract		4. Procurement record on how the venue was selected	
b) Invoice		5. Justification for any fuel refunds and related support	
c) Evidence of payment		6. Fund availability in	
d) Bank guarantee, where applicable		a) Budget-Ensure Vote Book has been updated	
e) Delivery notes/reports (Make Cross Reference where bulky)		b) Category(ies)	
6. Fund availability in		7. Accuracy of Computations/footings	
a) Budget-Ensure Vote Book has been updated			
b) Category(ies)			
7. Accuracy of Computations/footings			
8. Reviewed optimality of the disbursement method?			
9. Banking instructions			
10. Correspondence bank			
11. Percentage of financing			

Workshops- Abroad	(Tick)
1. Invitations and related IFAD's No Objection	
2. Availability of supporting documentation	
a) Boarding passes reconciled DSA days taken	
b) Back to Office Reports	

Consultancies	(Tick)
1. Time sheets in comparison with the work done;	
2. Attach Copies of relevant No Objections from IFAD, where applicable	
3. An acceptable report	
4. Availability of supporting documentation	
a) Contract	
b) Invoice	
c) Evidence of payment	

3. Fund availability in		d) Bank guarantee for advances	
a) Budget-Ensure Vote Book has been updated		5. Fund availability in Budget-	
b) Category(ies)		a) Ensure Vote Book has been updated	
4. Accuracy of Computations/footings		b) Category(ies)	
		6. Accuracy of Computations/footings	
		7. Banking instructions Correspondence bank	

186. **Financial Reporting** – Financial reports will constitute management reports (monthly and quarterly generated for management decision and control), semi-annual and annual reports interim and final annual financial reports. Interim Financial Reports (IFRs) shall be submitted to IFAD every 45 days following end of the semester with the annual financial statements for presentation to statutory auditors submitted no later than four months following the end of a financial year. The financial reports must be consolidated covering both reports by PCU and the IA.

187. The key tables in Financial Reporting under IFAD recommended IPSAS cash/or accrual basis include:

- a) Statement of Receipts and Payments by category by financier;
- b) Statement of Receipts and Payments by Component by financier;
- c) Statement of Comparison of Budget and Actual by category by financier;
- d) Statement of Comparison of Budget and Actual by Component by financier;
- e) Statement of Designated Accounts Activities;
- f) Accounts Reconciliations Statement;
- g) SoE - Withdrawal Application Statement; and
- h) Explanatory notes to the financial statements including accounting policies, non-current assets schedule, listing of yearly procurements, allocation and use of loan funds.

188. **SSLRP Management Accounting** – SSLRP management accounting will depend on the information needs. It is not possible to prescribe the tables needed for management accounting as this largely depends on judgement of the Project Coordinator and Project Finance Manager regarding the information needs at any given time. Management reports would include all the tables for financial reporting and in addition would include:

- a) Budget Vs Actual comparison up to individual activity level. This would be useful information for the M & E officer for the detailed AWPB-based progress reporting;
- b) Treasury Position and cash flow forecasts to facilitate cash transfer decisions and generation of withdrawal applications; and
- c) Advance aging Analysis reports to facilitate follow up and other decisions on advances.

189. **Internal controls** – The key controls under SSLRP will include the following:

- a) Implementation of a well coded accounting software with budget module for budget control, monthly reconciliations of bank accounts, compliance with approval and authorization requirements, proper filing and adhering to financing agreement and LtB/R and other implementation guidelines.
- b) Internal audit of SSLRP is the responsibility of the Internal Audit Unit in the MAFS. The MoFP will post personnel to the Unit to facilitate audit of the project. GoSS may agree with the IA to make use of internal audit reports of the IA. The internal audit unit will

review the financial transactions of the project and submit reports which will include the:

- Timeliness and accuracy of the update of the project accounting records;
- Timeliness and accuracy of the reconciliation of the bank accounts;
- Accuracy of project expenditure and timeliness of the preparation and submission of the WA's for the replenishment of the designated accounts;
- Eligibility of Loan/grant expenditure; and
- Adherence to the approval and authorisation process, internal controls and internal checks, including adherence to the Financing Agreement, LtB and PIM.

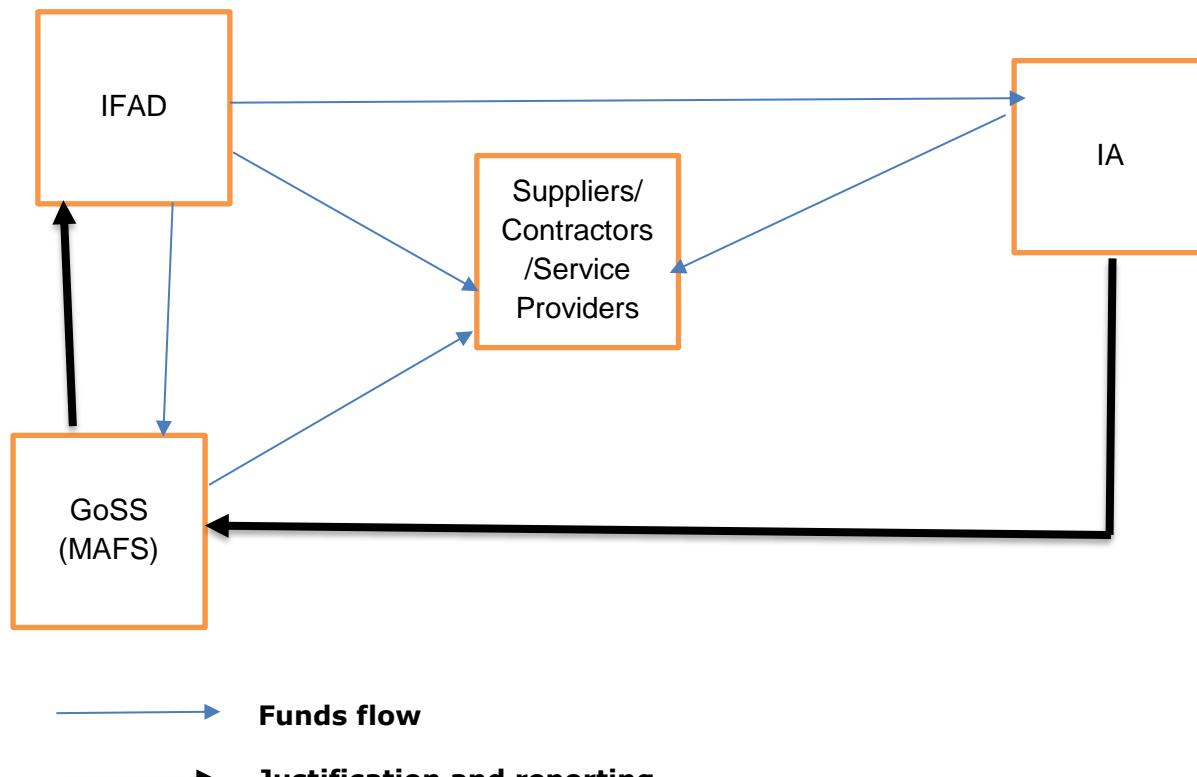
190. Other SSLRP internal control features that SSLRP should and will put place are presented hereunder:

	Other SSLRP Key Controls
Fixed Assets	<p>Fixed Assets Register (FAR):</p> <p>a) SSLRP shall maintain a consolidated fixed Assets Register (FAR) which is a record of fixed assets for the project including assets held by PCU and the IA;</p> <p>b) The SSLRP register format includes details of assets-make, model, Specification, quality, rate, value, supplier, receipts, issues, balance, location, etc. It also has the date of receipt of the asset & the payment voucher reference;</p> <p>c) Each class of assets has a separate page in the FAR.</p> <p>d) Any alteration in the FAR must be duly authorized.</p> <p>e) It will reflect the book balance of a class of assets at any point of time.</p> <p>Fixed Assets Issue Register (FAIR)</p> <p>a) While the FAR is maintained according to class of assets, the FAIR is maintained according to the staff member who holds the asset. There will be one folio for each staff member who has custody of an asset.</p> <p>b) It will record the date of issue & return of each asset.</p> <p>c) It will bear the signatures of the employee when s/he receives the asset.</p> <p>d) The register has to be periodically reconciled with the FAR. All issues in the FAR should be reflected in the FAIR.</p> <p>e) The register helps in locating assets at the time of physical inventory taking.</p> <p>SSLRP will follow the following fixed Assets internal controls:</p> <p>a) Tagging & labelling of assets- assets are labelled or tagged so that they can be easily identified & their ownership established.</p> <p>b) Insurance of assets- SSLRP will insure all project assets.</p> <p>c) Physical inventory of assets at regular intervals.</p> <p>d) Log books for vehicles, the log book records the details of use vehicles & is usually maintained by the driver and checked by PA. It helps in identifying personal use of SSLRP assets. It is also used for calculating fuel consumption appropriateness.</p> <p>e) SSLRP vehicles are not available as Personal to holder. They should be packed after working hours and cannot be used for private use.</p> <p>f) Cross referencing of financial & fixed assets records- done to avoid payment to supplier before assets are recorded in the FAR. For internal controls purposes it is vital to reconcile the financial accounting records with assets records.</p>
	<p>Physical verification of fixed assets.</p> <p>a) Conducted by an inter departmental team (not only Accounts, include Procurement, M&E, etc.)</p> <p>b) Should be undertaken under the supervision of external / internal auditors at least once a year.</p> <p>c) Surprise checks during audit/supervision visits.</p> <p>d) Meant to existence, condition & custody of assets.</p> <p>e) Physical balances compared with book balances</p> <p>f) Variances reported</p> <p>g) Variances have to be adjusted in financial records after due authorization.</p> <p>Physical Asset Inventory Form (PAIF)</p> <p>a) This is the form used for recording the result of physical asset verification.</p>

Other SSLRP Key Controls	
	<ul style="list-style-type: none"> b) PAIF records the asset code, book balance, physical balance, condition, variance & possible reasons for variance. c) Surplus & shortage are equally serious & need further investigation. d) Should be signed by all members of the verification team. e) Preferably, it should be counter signed by the auditors.
Cash and Bank	<ul style="list-style-type: none"> a) Bank reconciliations prepared by the 15th day after month end. b) Bank reconciliations are prepared within Project Accounting Software and not off the system. c) Prepared by the Accountant, checked by the Project Finance Manager and approved by the Project Coordinator/Coordinator with hard copies formally kept on file.
Advances	<ul style="list-style-type: none"> a) As described in the module, advances are not expensed they are to be monitored in Project Accounting Software in a control account for advance takers b) Advances are aged on a monthly basis and the aging report is provided to the PD on a monthly basis c) Advances are retired after expenditure justifications have been submitted, accepted and after the journal voucher has been formally approved.
Personnel Costs	<ul style="list-style-type: none"> a) Formal payrolls are prepared by the Accountant, checked by Project Finance Manager and approved by Project Coordinator. b) In preparing the payroll care is taken to recover any outstanding advances c) The Project Coordinator should ensure salaries included in payroll are as per the employment contracts. d) Salary adjustments necessarily require IFAD's No Objection prior to being effective e) Payroll taxes are a responsibility of employees; these taxes are deducted from employee salaries and remitted to the Tax Authority by SSLRP only acting on agency basis

191. **Disbursement and funds flow** – This is depicted in the diagram below:

Figure 4: SSLRP Funds Flow Chart and Reporting Lines



- a) Project costs and financing: The cost structure of SSLRP is reflective of the Project's components and expenditure categories as per the PDR and financing agreement. SSLRP has three main funding sources – IFAD loan, IFAD grant, and GoSS;
- b) Ring fenced bank accounts will be opened, both at the MAFS and service provider level, one in USD and another in SSP;
- c) Most transactions entered into both at service provider level and MAFS/PMU level will be by direct payments.
- d) To facilitate implementation of direct payments for SSLRP, consideration be made to lower the threshold for direct payments to an amount that can facilitate many transactions to be covered under direct payments as shall be specified in the LtR/B.
- e) Transfers to implementing service provider, to be on the basis of specific activity budgets on a quarterly basis (Based on quarterly budgets) on the basis of milestones.
- f) Transactions shall be entered into in USD and as far as practicable aggregate procurements to benefit from use of USD for transactions and direct payments.
- g) Transfers to the SSP accounts will be limited to few items, where expenditure is incurred in small amounts. The loan and the grant will be administered through the same USD bank Account. The following minimum Bank Accounts will be required in order to facilitate smooth flow of funds:

Bank Accounts	Remarks
A: DESIGNATED BANK ACCOUNTS (USD) IFAD loan and grant- USD Bank Account at MAFS and IFAD loan and grant at IA	Receive funds disbursed from IFAD loan and grant. One account will be administered by MAFS under the oversight of the Under Secretary in accordance with GoSS arrangements acceptable to IFAD. The second account will be administered by the IA in accordance with the agreement entered into between the GoSS and IA
B: LOCAL CURRENCY BANK ACCOUNTS (SSP) Two separate bank accounts – one at MAFS and one at IA	Two separate accounts, one held at MAFS and another at IA receive funds from the foreign account for transactions denominated in SSP. Limited funds will be transferred to the SSP accounts only to the extent of limited transactions in SSP.

192. **Withdrawal Applications** – The IFAD Disbursement Handbook provides all the guidance and forms needed for the preparation of withdrawal applications including replenishment applications. These have not been reproduced in this module. As stated in the Letter to the Borrower and the Loan Disbursement Handbook, four standard disbursement procedures may be used for withdrawal of financing.

- **Procedure I** – Advance withdrawal (using revolving funds with replenishment to a designated account held in a Commercial Bank acceptable to IFAD). Funds to the account will be transferred on a basis of quarterly cash flow transactions, adjusted for transactions to be paid using direct payment procedure for purposes of implementing Subcomponent 3.2. All transferred funds shall be treated as advances;
- **Procedure II: Direct Payment** – This modality is used for eligible project expenditure to be paid directly by IFAD to the IA, service providers, contractors

and suppliers. A separate bank account shall be opened by the contracted IA for this project. The transferred funds will be treated as advances and recognized only as expenditure only after justification supported with relevant and adequate documentation supporting the expenditure has been availed. For suppliers/service providers/contractors paid after delivery of goods/completion of assignment, direct payment withdrawal application will be supported by procurement documents, contract, contract monitoring forms, GRNs/certificates and invoices. This procedure is generally for large contracts, to suppliers, contractors or third parties, as authorised by the borrower over USD 100,000. Given the SSLRP situation however, a reasonable minimum will be agreed between IFAD and GoSS and shall be included in the LtB/R;

- **Procedure III: Reimbursement** – This will be applicable when eligible project expenditures, reimbursable under the financing, have been pre-financed by GoSS or an IA. Such reimbursements are expected to be claimed not later than 90 calendar days from the date of payment by the borrower/IA. Reimbursements should be for activities included in the approved AWPB, supported by documents evidencing the transaction and will be done in the currency of the transaction; and
- **Procedure IV: Special Commitment (under letter of credit)** – The special commitment procedure is used for financing imports of goods required by the project under a letter of credit arrangement. Normally, the special commitment procedure is used for contracts for imported goods, for which the Fund's 'no objection' has been provided prior to signature of the contract. A letter of credit is the mode of payment indicated in the contract for making payments to a foreign supplier. It is usually opened by the borrower in a local commercial bank (at times referred to as the 'opening/issuing bank'). Once the letter of credit is opened and ready, the commercial bank advises (i) the borrower; and (ii) the supplier's negotiating bank (at times referred to as the 'paying bank'). The letter of credit becomes effective on confirmation of acceptance by the negotiating bank and on receipt of the special commitment letter from IFAD. No other action is taken by the negotiating bank until such time as it is advised by the IFAD Treasury that all special commitment procedures are in place and assurance of prompt payment is confirmed. The Fund does not open letters of credit for the borrower; nor does it become a party to a letter of credit between two commercial banks.

193. Given the monetary challenges faced by the economy, it is not foreseen that the fourth procedure (Procedure IV: Special Commitment (under letter of credit)) will be applied.

194. The tools needed in managing a proper treasury unit:

- a) The accounting software to manage the entire accounting data (production of WA, AWPB control, Variance analysis etc);
- b) Regular updating of the Cash Book (*this will prevent SSLRP from going into Overdraft which could cause the Project to issue bouncing cheques and expose the Project*);
- c) Monthly Bank reconciliation for all currencies/accounts;
- d) Regular update of the status of disbursement, commitment and un disbursement as against the global approved fund allocated by category and component for your project (*ensure to include commitments*);
- e) Monthly Financial Report for management decision making;
- f) Regular reconciliation of WA presented to IFAD by SSLRP for reimbursement as against the payment made by IFAD to the designated account; and
- g) Cash & Expenditure forecast.

195. Under SSLRP, there will be no fixed authorised allocation. The Project shall submit withdrawal application for replenishment of the USD accounts based on quarterly cash

projections tagged to specific milestones. Once specific milestones are achieved, submission of milestone reports shall be accompanied by justification of funds applied. Similarly, the IA shall submit expenditure justifications once the agreed milestone has been reached

196. While reconciling the bank accounts, bank balances shall be supported by bank statements.

197. SOEs shall be generated from the accounting software indicating individual transactions.

198. **Implementation of IFAD Client Portal (ICP)** – IFAD web-based site (ICP) for electronic loan/grant information management including online submission, authorization and approval of withdrawal applications, access of project documentation, among others shall be implemented by SSLRP. GoSS will ensure that approvals are done on a timely basis in order not to affect the overall timeliness of disbursement of funds. Withdrawal application from both the PMU and IA will be submitted through ICP. The levels of approval will be determined by the Ministry of Finance and Planning in consultation with the MAFS. Implementation of ICP will be a requirement in the first year of implementation.

199. **Project completion and Financing Closing** – The financing closing (closing of the loan/grant) will be due six months after the Project completion date. Both the completion and the closing dates of the loan/grant have financial implications on the Project management, such as development and submission of a recovery plan, ensuring eligibility of expenditures and ensuring only feasible activities are included in the AWPB and withdrawals are limited to financing required during the period to mitigate risks of refunds of unused funds to IFAD.

200. **Recovery plan** – To ensure that the designated account is completely and timely justified; the PMU will develop and submit to IFAD a recovery plan outlining the percentages per withdrawal application that will be recovered and paid respectively. The recovery plan will be submitted to the fund around six months before the completion date or when the outstanding balance (amount still undisbursed by IFAD) is less than double the authorized allocation. As disbursements will be on the revolving fund basis, this will apply to running balances that will have not been justified in the last semester of implementation.

201. **Statutory External Audits** – The financial statements of the project (both at PMU and IA) are subject to audit on an annual basis. The Audit Chamber [Auditor General] is empowered by the laws of the GoSS, to audit all Government Funds. However, because of the human resource constraints, and that the Chamber's capacity is still being developed, a private practice auditor shall be appointed. Use of private audit firm to audit financial statements with consideration use of firms in neighboring countries. Consideration of Audit Chamber as an auditor of the project be done only after an assessment of the audit chamber of their capacity to audit the project is completed over time.

202. Standard TOR for audit engagements as spelt out in the IFAD Handbook for auditing and financial management for projects shall be used. The prepared TORs are subject to IFAD clearance.

203. Draft financial statements (consolidated for PMU and IA) for audit to be shared with IFAD for clearance together with TOR no later than four months following the end of the financial year.

204. In accordance with the IFAD General Conditions and the IFAD Handbook for auditing and financial management for projects, the SSLRP must have its financial statements audited. The Audited financial statements shall be sent to IFAD no later than 6 months after the end of the fiscal year. In addition to the audit report, the independent auditor will prepare a management letter. This will include comment and recommendations on the adequacy of the financial management system, and on the system of internal

control. The management letter should also include a follow up section on the status of implementation of previous years' recommendations.

205. The detailed instruction regarding project audit are outlined in the IFAD guidelines for project audits available at <http://www.ifad.org/pub/basic/index.htm>

III.5: Procurement

A. Procurement and Contract Management

206. **Purpose:** This section is intended to give additional advice and assistance to SSLRP implementers to help them carry out their own procurement responsibilities using IFAD financing. This section does not contain any new policies but rather explains in more detail how specific aspects of procurement should be handled consistent with the Guidelines and procedures of the Fund. It is expected that this procurement section will continue to be improved and added to with a view to keep it relevant and useful to its users. Any views in this regard will be welcome and may be forwarded to the Fund for clearance/No objection.

207. The national legal and regulatory framework, systems and capacities remain inadequate and do not meet international standards for fair and transparent procurement processes. Thus, for SSLRP, the full adoption of IFAD's Procurement Handbook and Standard Procurement Documents is recommended for procurement by the IA and the Government PCU. Both the IA and the PCU will be supported by IFAD through TA to ensure compliance with IFAD procurement processes and procedures and international best practice in procurement. Each contract to be financed by proceeds of IFAD's investment will be included in the Project Procurement Plan (PPP) prepared by the IA, certified by the PCU and receiving No Objection from IFAD. The IA will establish a procurement unit in charge of, *inter alia*, procurement planning, handling of the bidding process, conducting bid openings and evaluations of bids, and contract monitoring. A Procurement Committee will be established at the IA and the PCU would be expected to review and certify the following documents or actions: procurement plan, draft advertisements and bidding documents, evaluation reports and contract award recommendations, rejection of bids, contracts or contract amendments above pre-defined thresholds.

208. The procurement process under SSLRP will be transparent, competitive and should ensure that the goods and services needed to implement Project activities are procured with due attention to economy and efficiency. The process will also ensure that the funds are used to buy only those goods and services included in the approved AWPB. It should be noted that any procurement of goods, services or works outside the AWPB and non-compliant with procurement guidelines will be treated as ineligible expenditure and rejected for IFAD financing.

209. **Key Players in SSLRP Procurement** – There will be a procurement unit resourced with a fulltime procurement specialist at the IA. The unit will be in charge of coordinating all administrative work related to procurement, such as preparation of bidding documents, Request for Quotations and others, as well as providing technical support to the finance department and the users. In addition to procurement staff, a Permanent Tender committee will be formed to handle items generally requiring Open Competitive Bidding. Each competitive procurement package will have an *ad hoc* Evaluation Committee comprising members skilled in the subject matter at hand. Evaluation committee members should not be restricted to only IA and PCU/NAC members, to ensure sufficient skill mix; independent external members may also be used.

210. **IFAD's Involvement** – All procurements whose contract value is above the thresholds set in the Letter to the Borrower, will require the IFAD Country Director prior no-objection. Also, IFAD supervision Missions will always intently scrutinize the Project's

procurement processes to obtain reasonable assurance on the efficiency and effectiveness of the procurement.

211. **Procurement Methods** – IFAD has no restriction on the use of any of the permissible procurement methods. However, each method used should be justifiable in terms of the cost, technical complexity and the circumstances giving rise to the need for the goods or services concerned. The decision of a procurement method is one of high importance and therefore the procurement specialists should always reflect the method of procurement at the planning stage.

212. SSLRP will be implemented through a variety of procurement methods according to the approved annual PP to which IFAD will give its No Objection, and any update or upgrade thereto. Procurement up to 20 000USD shall be subject to national shopping procedures where goods, works and services are available locally. All procurement estimated above 20 000USD and up to 100 000USD shall be procured using national competitive bidding processes. Where services are concerned, Requests for Proposals (RFPs) shall be issued and advertised nationally. Non-South Sudanese domiciled suppliers will also be able to participate in the latter. All procurement activities estimated above 100 000USD shall be subject to international competitive bidding for goods and works, and internationally advertised RFPs for consultancy services. IFAD's No Objections will be required for all items estimated to cost over USD 20,000 for all categories (goods, works and services). Both procurement thresholds and prior review thresholds may be reviewed from time to time and revisited in line with the project's risk profile.

213. The table below sets out the general applications or circumstances generally thought to be most appropriate to each procurement method, together with an indication of the time span likely to be required. These applications or circumstances are not conclusive and, therefore, it is strongly recommended that the procurement personnel should use them together with their own professional judgment in assessing the prevailing circumstances.

Table 13: Characteristics of Procurement Methods

Procurement method	Basic description	Suitable applications	Characteristics	Indicative time range For each method
International competitive Bidding	The default process for goods and works on the international market with open competition	The large value contracts for goods and works Where foreign bidders are thought likely to want to participate The subject of the procurement (be it goods or works) is widely available.	Open advertising Domestic preference can apply Public bid opening Bids generally in 'major' currencies	Works with prequalification: 16-20 months Works without prequalification: 8-12 Months ICB for goods: 8-10months.
Limited International Bidding	As per ICB but by direct invitation instead of open advertising	Only a few suppliers are known (and in such a case all should be permitted to bid) Low value. Exceptional circumstances, such as emergency action concerning a major natural disaster, which may justify waiving any advertising for competitive bids.	No public advertising Bid list is restricted No domestic preference Public Opening	Goods: 4-6 months.
National Competitive Bidding	Usually the most common process used on the domestic market. A full tendering process where the opportunity to submit bids/tenders is only announced to the national marketplace	The goods or works are available locally at prices significantly below those of the international marketplace. Maybe the most efficient and economical way of procuring goods or works that, by their nature or scope, are unlikely to attract foreign competition. The likely value of the contract is below the minimum level at which foreign bidders wish to compete for such business, given the capability and competitiveness of local bidders. Where works are spread geographically, or over time, in a way that upsets the economies of scale. The costs involved in implementing ICB are disproportionately high.	Advertising usually restricted to the national press Bidding documents may be in the official language of the borrower/recipient country Local currency generally used for evaluation Public Opening	Goods: 5-6 months

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Procurement method	Basic description	Suitable applications	Characteristics	Indicative time range For each method
National /International Shopping	Comparison of price quotations from at least 3 companies.	Goods required are readily available off-the-shelf, or are standard commodities of a relatively low value Works, where the scope of work is simple and straightforward.	No advertising No public opening 'Price Quotations' instead of 'Bids'	Goods: 2-4 months Works: 2-6 months
Direct Contracting	Contracting to one company without competition	Where an extension to an existing contract for goods or works is required under 25% in value Where the equipment required is proprietary, there is only one source and no alternative exists. There is a need to standardize upon existing equipment and to achieve compatibility in spare parts. Cases of emergency, where urgent delivery is required.	Price negotiation Usage generally requires Special permission /waiver due to lack of competitive forces	Goods and Works: 1-3 months
Work by Force Account ¹²	Use of the Borrower/recipient's own personnel and equipment to perform construction work	Where it is difficult to define works quantities. Small, scattered works in remote locations No disruption of ongoing operations Emergency situations requiring rapid reaction	Can be hard to quantify the value of input. No competition or procurement process.	

214. The Procurement Cycle – SSLRP procurement process will involve fifteen sequential but interrelated stages. A typical process from planning to contract performance evaluation is illustrated in the steps below:

- **Step 1: Procurement Planning** – is a critical part of the process that enables objectives and priorities to be set, workloads to be estimated and resources allocated. This will enable SSLRP to plan, organise, forecast and schedule its procurement activities and to identify potential areas for aggregation of needs. Procurement

¹²This method will be used under SSLRP but will have to be fully justified right from procurement planning. In addition, to the extent possible, significant equipment to be installed as part of the works will be treated as separate procurement packages and procured competitively. Even under the use of Framework contracts, the prerequisite IFAD 'No Objections' will still be necessary. A complete set of documentation, including MoUs with the Government Agency executing the works will be a requirement.

planning is not the beginning in itself, before reaching this stage, a number of more fundamental decisions should have been undertaken. For example, definition of Programme goals and resource availability. It is thus necessary for SSLRP procurement planning to be aligned to or integrated with financial budget and Programme activity plans as much as practicable. At Programme inception, IFAD requires the NAC and IA to prepare an indicative procurement plan covering a period of 18 months. This should be finalised and submitted to IFAD within 6 months of the implementation period. For subsequent years, 12 months successive plans should be prepared and synchronised with the AWPB during implementation period.

- **Scope of the Plan** – A Procurement plan should at least include a brief description of each procurement activity to be undertaken during the period, estimated value of each activity, the method of procurement to be adopted for each activity and the method of review IFAD will undertake for each activity. The standard templates for the procurement plan are contained in the IFAD procurement Handbook. Please see Module E of the Procurement Handbook for further guidance;
- **Review of Procurement Plans** – Once the initial plan has been approved and cleared by IFAD, it should form the basis of all the procurement activity of the Programme. It is important that the procurement plan is reviewed at least once every quarter and necessary amendments are made promptly. Any amendment requires a No Objection to be sought from IFAD.
- **Step 2: Procurement Requisition** – Once the procurement plan is in place, procurement activities will only commence upon receipt of the relevant procurement requisition from user departments ;
- **Step 3: Confirmation of Availability of Funds** – The Programme Coordinator will first direct any procurement requisitions to the Financial Controller (FC) to check availability of funds. This will take into account any outstanding commitments and, specifically the FC should confirm that the contract amount is covered by the amount stated in the budget and that there is (or will there be) enough money in the bank to pay the planned invoices as per the payment schedule. Strictly, any procurement should be stopped at this point if no funds are confirmed;
- **Step 4: Review of Specifications, Terms of Reference and Scope of Works** – This will be done by the Permanent Tender Committee/*ad hoc* Evaluation Committee, procurement specialist or procurement officer at IA and NAC level, depending on the package type to be procured. The results of the analysis will determine the method of procurement to be used and also result in the preparation of solicitation documents. The team will make use of IFAD's Standard Procurement Documents for all procurement activities.;
- **Step 5: Approval of Procurement Documents** – Except for contracts falling under shopping procurement method, solicitation documents must be approved by the Permanent Tender Committee or Ad-hoc Evaluation Committee, depending on the type of procurement. For all items subject to a prior review threshold, IFAD's No Objection on the solicitation documents will be required;
- **Step 6: Advertising/Issuance of Bidding Documents** – This should be in such a way to allow an opportunity to all potential bidders to participate. The issuance of solicitation documentations under open bidding will comply with the following:
 - Arrange publication of the advertisement (open competitive bidding only). This can be via the local, regional and international newspapers, depending on the procurement method;

- Documents must be dispatched promptly to those who respond to any notice. If documents are being sold, they must be dispatched immediately on receipt of the request or payment of the fee, whichever is later;
- A register must be kept of all bidders issued with a document. This will be used to contact bidders if a bid clarification or extension needs to be issued; and
- In all cases, bidders must be required to confirm receipt of the document.

The issuance of solicitation documentations under restricted bidding will comply with the following:

- Where documents are being issued to bidders on a shortlist or pre-qualified list, the documents must be dispatched to all bidders at the same time; and
- A record must be kept of the issuance of documents.

Pre-bid conferences or site visits will be crucial for some procurements. This will be a useful technique because some of the procurements are highly technical. Through these site visits, a significant number of requests for clarification are likely to be received and knowledge of the site will be very important to tender preparation. This will, however, have to be included in the procurement plans and bid documents; it cannot be arranged hurriedly or on an *ad hoc* basis.

The Tender Committee will undertake the following after the completion of the pre-bid conference site visits:

- Prepare authorised Minutes of the proceedings which will be sent to all organisations that have been issued with solicitation documents;
- Determine whether it is necessary to issue a formal bid clarification in addition to the Minutes in which case Permanent Tender Committee (PTC) approval will be required;
- Determine whether it is necessary to amend the tender closing date as a consequence of the bid clarifications. The decision to extend the closing date should be made quickly but will also require approval of the PTC. It will save time and work if it is issued with the bid clarification.

Even without a pre-bid conference or in cases where site visits may not be mandatory, the Permanent Tender Committee will ensure to provide clarifications from bidders. Importantly, any clarification provided must be copied to all bidders that were issued with the bidding documents.

215. Step 7: Receipt and Opening of Bids – Bidders will deliver their bids to the location and official stated in the invitation document. The selected officer will ensure that the bids submitted are kept under key and lock. The committee will issue a receipt to the bidders confirming the date and time of delivery as proof of delivery prior to the deadline for submission. Bids submitted past the deadline should be rejected. For open competitive bidding procurement methods, the opening date should be communicated in advance to the applicants and opened in their presence;

216. Step 8: Evaluation of Bids – Basically the purpose of Bid Evaluation will be to decide on the most economically advantageous Bid for Contracting with SSLRP. Evaluation of bids should be done systematically following certain procedures, as any error made at this stage can have significant cost implications to SSLRP. It is important that evaluation criteria is directly relevant to the package for which bidding is carried out and neither should it be seen as favouring particular bidders. The committee doing the evaluation will follow the stages of a good evaluation process which include:

- a) Preliminary examination – to eliminate tenders that do not meet the basic requirements of the invitation document and bids that do not meet the mandatory eligibility requirements;

- b) Assessing responsiveness and undertaking detailed technical and commercial requirements of the invitation documents. This includes seeking clarification from bidders where necessary;
- c) Financial evaluation – to compare costs of the responsive tenders and determine which is the successful bidder and should be recommended for award of contracts; and
- d) Post qualification – this will be done to verify if the best evaluated bidder has the capacity and resources to execute the contract if awarded. The criteria for post qualification should be specified in the solicitation documents. Post qualification should be done where pre-qualification was not carried out prior to bidding. If prequalification was carried out prior to bidding, the evaluators need to satisfy themselves that the information provided for in the prequalification is still valid before recommending a contract award.

217. **Step 9** – To ensure that the evaluation of bids has been properly done, an independent person/committee will review the evaluation report. For procurement subject to prior review, the evaluation report will be submitted to IFAD for No Objection;

218. **Steps 10 and 11: Contract Award and Signature** – SSLRP procurement committee will award the contract to the lowest evaluated bid as per the reviewed evaluation report. The terms of the contract should be clear and are expected to be in line with the initial user requirements stated. To uphold the principles of transparency and responsiveness applicable in good public procurement, it is important that appropriate communication is made to both successful and unsuccessful bidders. Provisions for issuance of a NOITA are contained in and should be followed in accordance with IFAD's Procurement Handbook. Both draft and signed contract must be submitted to IFAD for its No Objection where applicable;

219. **Steps 12 and 13: Contract Management and Performance Evaluation** – This will be the last stage in SSLRP procurement process. This step is a critical part of the process as it focuses on the outcomes rather than anything else. Contract management strives for continuous improvement, value preservation and additional value creation, risk mitigation, quality assurance and compliance with the terms and conditions. The contract administration procedures are largely determined by the terms and conditions of each individual contract and the description of requirements for the goods, works or services. The IFAD Contract Monitoring Tool (CMT), in the IFAD Client Portal shall be used to register all contracts entered into by SSLRP and shall be updated regularly. The CMT will be used to monitor all contracts and ensure that:

- e) the supplier/service provider performs the contract in accordance with the terms and conditions specified in the contract;
- f) SSLRP fulfils its obligations and duties under the contract; and
- g) Swift remedial or preventative action is taken when problems arise or are foreseen.

220. The detailed contract administration tasks are outlined in IFAD's Procurement Handbook and therefore have not been reproduced in this PIM.

PART IV: ANNEXES

Annex 1: Scope of Work for the Implementing Agency

1. The Implementing Agency (IA) will be responsible for the overall implementation, coordination, and monitoring of progress of the project. In doing so, it will work very closely with the target communities, frontline extension agents and other relevant stakeholders, to mobilize and empower target communities and identify beneficiaries. It will provide coordination and technical support throughout the life of the project, including submission of project reports. All these will be done in a manner that will significantly benefit target beneficiaries. Generally, the IA will provide the following services:

- Coordinate the project throughout the life of the project to ensure that the project is technically and properly implemented;
- Provide strategic, programmatic and technical support to the Project;
- Engage with external stakeholders and attend strategic meetings;
- Be responsible for day to day management and M&E of the project ensuring that targets and milestones are met;
- Develop AWPBs and the associated Procurement Plans following IFAD requirements;
- Mobilize, sensitize, empower, and orient the target beneficiaries/communities to secure their active involvement and participation in project activities;
- Establish and manage sound budgeting, accounting and internal control and financial reporting systems for the project and ensure that all expenditures and related supporting documents are properly and physically archived for review and auditing purposes by government and independent Auditors in accordance with IFAD project audit requirements;
- Ensure the efficient and effective management of the project resources, including opening of a dedicated Project Account at the IA level, and ensure achievement of Value for Money;
- Produce project reports (technical and financial) in accordance to reporting templates availed by IFAD to monitor and manage progress towards achieving set project targets;
- Provide community-based coordination and information-sharing platforms to ensure inclusion of target beneficiaries in decision making, particularly of women and marginalized groups;
- In collaboration with the respective County Development Committees, and using a targeting strategy approved by the PCU, identify target locations and beneficiary communities. The selected target locations and beneficiary communities would need to be endorsed by project's oversight body (National Advisory Committee (NAC) and National Technical Committee (NTC). The process should ensure that 60% of target beneficiaries are women, as per guidance in the Project Implementation Manual. This will be informed by overall project targeting strategy;
- Together with the SSLRP Community Facilitators, and in collaboration with the communities:
 - Organize eligible beneficiaries into Community-Based Groups (CBOs) and, where relevant, provide needed support to existing CBOs and facilitate their meaningful participation in all community-based interventions;
 - Develop and implement a framework for Community Driven Development with the relevant processes, which aligns with the SSLRP project goal and development objective;
 - Develop and implement a criterion for the assessment and identification of strategic community infrastructure needs with particular emphasis on labour-intensive approaches where communities have vested interest in the activities to be carried out;
 - Ensure Gender and Nutrition mainstreaming across all the components

- including Monitoring and Evaluation;
- Ensure full compliance with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP) and relevant National guidelines for the assessment of environmental and social impact of all agreed activities, determining mitigation measures for negative impacts, and duly implement environmental and social safeguards, as per the project Environmental and Social Management Framework (ESMF) and Resettlement Policy Framework (RPF), where relevant;
 - Follow the preparation of, if need be prepare, project specific Environmental and Social Management Plan (ESMP) for the infrastructure development;
 - Ensure that infrastructure development are accompanied by the preparation of plans for water and soil management/conservation activities (watershed management in the upper stream). These activities should be accompanied with the collection of baseline data using the application of GIS/RS applications;
 - Ensure that climate and environment issues are mainstreamed/considered during development of the CDP and also all other training/awareness/capacity building programs;
 - Devise a non-cost incentive mechanisms for payment for ecosystem service practices, so that farmers are motivated to engage in soil and water conservation activities. Non-cost incentives may include awareness/training, certification, etc.;
 - Develop and implement a monitoring and evaluation framework and ensure relevant and appropriate systems are in place, ensuring quality control and that implementation is executed as stipulated in the Project Implementation Manual;
 - Develop a Grievance Redress Mechanism to ensure that grievances and complaints by beneficiaries and communities related to activity implementation can be addressed to ensure participatory approaches, fairness, neutrality, accountability, and transparency. One part of the system is to ensure that Grievance Point Person that will serve as a bridge between the complainant and the government/project owner, are assigned at county/payam level and awareness creation, to all beneficiaries, on how to direct complaints/grievances; and
 - Produce training materials for all infrastructure covering the operation and management and operation and maintenance, with the aim of building capacities through guidance, training, and a supported 'learning-by-doing' approach;
 - Prepare regular reports and updates on the progress of implementation of the project within the agreed time-frame and submit to the relevant stakeholders.
2. Other responsibilities of the IA, upon signature of the contract, shall include:
- Put in place a sound financial management system, including a good system of bookkeeping and financial accounting. The system should comply with IFAD's minimum requirements for project financial management, where reports should reflect financiers, project components and disbursement categories;
 - Allocate the money to activities and suppliers in a transparent and accountable manner;
 - Fulfil all formalities required for operating in South Sudan;
 - Have an efficient management system, with a transparent arrangement for decision-making and reporting and procedures for internal and external information exchange;
 - Equip the project implementation and monitoring the work of on-going activities and other third parties;

- Have a well-established Procurement Management System that has transparent procedures for planning of purchases, including tenders, which guarantee high quality and proper use of products, sufficient supplies of high-quality products to the end consumer within a provided term;
- Have evidence of routine preparation of reports of all the purchases and supplies;
- Put in place a fully functioning M&E system (with proven capacity and experience for the collection, recording and storing of the data related to the project implementation and quality control);
- Administer the entire funds of the SSLRP and disburse accordingly to the relevant service providers.

Annex 2: Responsibility and Accountability Matrices of the SSLRP Stakeholders

Responsibilities Matrix - GOSS & Implementation Agency (tbc)		
SSLRP	GOSS/PCU	IA
Formal engagement/communication with the Financier (IFAD)	✓	
Coordination & Oversight		
Project coordination, oversight and monitoring	✓	
Contract & supervise the implementing Agency	✓	
Secretariat to oversight body – NAC and NTC & ensure compliance with GOSS policies, strategies and guidelines	✓	
Coordinate technical engagement of GOSS in the project – MAFS, Livestock, Environment etc. – CDD Guidelines, County Profiles, Technical Specs,	✓	
Planning		
Finalise the Project Implementation Manual (PIM) and submit to IFAD for No Objection	✓ (review, endorse and send to IFAD)	✓
Coordinate preparation & deliver on the AWPB and Procurement Plan (Comp 1 & 2)		✓
Consolidate the final AWPB (including sub-comp 3.2) and Procurement Plan and transmit to NAC for endorsement before submission to IFAD for No Objection	✓	
Preparation of key technical/strategic documents – County Profile, CDD Guidelines , Criteria for selection of CDPS Targeting and Social Inclusion Strategy		✓
Review & endorsement of key technical/strategic documents – County Profile, CDD Guidelines, Criteria for selection of CDPS, Targeting and Social Inclusion Strategy etc. & submission to IFAD for No Objection	✓	

Selection of Payams, Bomas, beneficiaries using the targeting & social inclusion Strategy included in the PIM	✓ (endorsement of final outcome)	✓
Selection of Community Facilitators based on a pre-determined criteria (in the PIM), and technical backstopping		✓
Implementation of CDPs		
Technical design & execution of CDPs in line with the approved PIM		✓
Monitoring performance of CDPs & compliance with IFAD and GOSS	✓	
Hand-over of works & Exit Strategy – Training on O&M & preparing communities/beneficiaries for hand-over		✓
Progress & Achievements Reporting Requirements		✓
Coordinate preparation of the 6 month & Annual Progress Reports, Mid-year Review & Completion Report		
Technical Review of Progress Reports, Mid-Term Report & Completion Report & transmission to Oversight Bodies & to IFAD	✓	
Procurement		✓
Overall lead responsibility for Procurement – Preparation of Bidding Documents, Management of bidding processes (in line with IFAD's Procurement Guidelines)		
Lead responsibility for Procurement under Component 3.2.	✓	
Validation of procurement processes & submission to IFAD for No Objection	✓	
Financial Management		✓
Preparation of Annual Financial Statements & Audits		
Transmittal of Annual Financial Statements & Audits to IFAD	✓	
Submission of Withdrawal Applications to IFAD	✓ (sub-comp 3.2)	✓
Monitoring & Evaluation		
Compliance with SECAP, Social Inclusion & Grievance Redress Mechanism	✓	✓

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Design the M&E system for the project	✓	With IA's participation.
Monitor progress & achievements	✓	✓
IFAD Supervision missions		
Coordinate technical participation of GOSS in IFAD missions as and when they are undertaken	✓	

Accountability Matrix for Selected SSLRP Stakeholders

Implementation arrangements for SSLRP

Responsibilities and Tasks	Implementing Agency	Project Coordination Unit				Communities
		National/MAFS team	State Project Committee/Focal Point	County Development Committee/Focal Point	Payam Development Committee	
Project Administration	Responsible for Project administration	Engagement with Oversight organs & coordination	Supports CDCs	Counterparts to IA	Clients	Clients
Planning Stage						
Finalize the Project Implementation Manual (PIM)	Overall responsibility	Technical review and final endorsement		Contribute relevant inputs		
Prepare annual plans and budgets for project	Prepares all implementation plans and budgets for project	-Participate in the planning cycle including workshops and provide inputs. -Planning for sub-component 3.2 -Reviews and endorses draft AWPB before sending it to IFAD for No Objection		-Contribute to the plans by articulating the PDCs needs including from the State and PCU	Approve Community Development Plans (CDPs); contribute to project plan to IA	Develop CDPs for approval by CDCs
Development /validation of the	Responsible for the	Approves methodology				

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Responsibilities and Tasks	Implementing Agency	Project Coordination Unit				Communities
		National/MAFS team	State Project Committee/Focal Point	County Development Committee/Focal Point	Payam Development Committee	
CDD methodology	establishment of methodology and its appropriate implementation	when PIM is finalised, review implementation through reports and study, consults with the States and Counties on methodology as its mandate as MAFS.				
Development of County Profiles	Overall preparation of the County Profile, including the assessments for the feasible infrastructure options	Review, provide inputs		Provide inputs & endorse County Profiles before finalization		
Selection of payams, bomas, beneficiaries in line with IFAD's targeting strategy	Overall responsibility in the development of a targeting & social inclusion strategy	Review, provide inputs and endorse the Targeting and Social Inclusion Strategy		Provide relevant inputs and work with the IA on implementing Targeting and Social Inclusion Strategy	Work with the IA on implementing the Targeting and Social Inclusion Strategy	
Ensure quality recruitment of	Leads in the selection of	Review ToRs developed and	Provide backstopping where necessary	Supports in the selection process of the CFs	Identify CFs from the	Provides the CFs based on ToRs

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Responsibilities and Tasks	Implementing Agency	Project Coordination Unit				Communities
		National/MAFS team	State Project Committee/Focal Point	County Development Committee/Focal Point	Payam Development Committee	
Community Facilitators per Payams	identified CFs by LGs	approves when PIM is finalized			communities for selection	
Supervise the work of CFs, provide trainings and provide backstopping in their work	Supervises, provides technical backstopping and ensures quality facilitation processes and outcomes	Periodic monitoring and provide relevant best practice and experience	Backstop the County Team and liaise with PCU	Ensure availability of technical staff to support the CFs, ensure linkages with other organizations, and liaises with PCU and SPDT	Facilitate the CFs in case they need help	
Policy and Institutional Capacity Development (ref. 3.2)		-Lead responsibility in preparing the Capacity Needs Assessment with inputs from stakeholders and local Government structures & implementing the sub-component; -Execution of the sub-component, particularly at	-Contribute to the Needs Assessment & validate the plan	-Contribute to the Needs Assessment & validate the plan		

Responsibilities and Tasks	Implementing Agency	Project Coordination Unit				Communities
		National/MAFS team	State Project Committee/Focal Point	County Development Committee/Focal Point	Payam Development Committee	
		the State and County Levels				
Implementation of CDPs						
Technical design of community infrastructure, enterprises & services preparation of BOQs, bidding documents etc.	Preparation of ToRs, BOQs, bidding documents, etc. Lead in selection of technical experts, procurement of goods and services	Provide technical inputs and endorse decisions made and transmit to IFAD for review and provision of No Objection.		Review and provide technical input		
Management of relevant procurement processes	Overall lead in procurement	- Endorse decisions made and transmit to IFAD for review and provision of No Objection. - Lead in procurement for sub-component 3.2				Procure and manage sub-project activities
Supervision of works and enterprise development	Supervision of works & enterprise development			Periodic monitoring and ensure compliance with stated procedures, including SECAP		-Community oversight & monitoring -Community contribution (materials)

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Responsibilities and Tasks	Implementing Agency	Project Coordination Unit				Communities
		National/MAFS team	State Project Committee/Focal Point	County Development Committee/Focal Point	Payam Development Committee	
						-Community contracting (labour)
Handover of Works /Exit Strategy for Enterprises (to be discussed with GOSS)	Training communities in O&M and preparing them for taking over			Identify local experts to be trained in O&M	Awareness and participation in training on O&M	
Fiduciary						
Responsible for the fiduciary – finance and procurement in the project	Responsible for fiduciary in line with IFAD's procedures	-Review reports and provide feedback to IAs and IFAD during missions , and transmit relevant documents to IFAD for No Objection -Fiduciary for sub-component 3.2				
Produce regular progress reports including financial and technical reports	Responsible for generating regular reports on the progress of implementation	Review reports from IA, provide feedback to IA, endorse and submit reports to IFAD for		Report to PCU and the State on the progress of project from their locations		

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Responsibilities and Tasks	Implementing Agency	Project Coordination Unit				Communities
		National/MAFS team	State Project Committee/Focal Point	County Development Committee/Focal Point	Payam Development Committee	
	based on agreed templates	review and provision of No Objection				
Other areas						
M&E System with County level dashboards (as part sub-component 3.2 to inform policy and agriculture development)		Overall lead responsibility		Development of Technical Specifications	Input Data into County Dashboard	Input data into the County Dashboard
Policy/legislative issues - registration of Community Groups (as required) etc.		Overall lead responsibility		Lead responsibility (as relevant)		
Ensure that climate and gender are mainstreamed in project	Work with communities to Implement guidelines and ensure their compliance	Oversight through reports from States and IA and provide feedback to IA and the State/Counties.	Support the CPDTs	Supports the IA in the implementation of the cross-cutting issues and liaise with the State and MAFS		
Monitoring the implementation of project	Responsible for reporting to IFAD and GoSS on the progress of the project through regular	Review reports and provide feedback, undertake scheduled monitoring visits	Provide backstopping to County Teams and provide feedback	Supports the IA in the monitoring of the Project in their areas. Supports Project		

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Responsibilities and Tasks	Implementing Agency	Project Coordination Unit				Communities
		National/MAFS team	State Project Committee/Focal Point	County Development Committee/Focal Point	Payam Development Committee	
reports following guidelines	in liaison with States and IAs			Committees with CBM&Es		

Annex 3: Terms of Reference for IA staff

I. A4.1: Project Manager

1. The Project Manager will have the overall responsibility for the day-to-day activities of the project. He/she will coordinate implementation of activities with other projects engaged in support for similar/related themes.

2. Specific Responsibilities:

- a) Overall responsibility for an efficient implementation of the project and in accordance with IFAD/government procedures;
- b) Lead the process of preparing SSLRP AWPBs and procurement plans for approval by the project's oversight body;
- c) In liaison with the Procurement Officer, ensure that contractors are meeting their obligations and are paid only for agreed deliverables;
- d) Liaise with other institutions for all aspects related to the project, especially the development and maintenance of partnerships with related programmes and projects;
- e) final accountability for operation of project bank accounts;
- f) Provide overall strategic guidance to other project staff related to all aspects of SSLRP implementation;
- g) Coordinate and supervise functions and activities of the project staff, ensuring that work disciplines and ethics are adhered to;
- h) Coordinate and follow up on the activities of the officers responsible for implementation of Project technical components to ensure effective delivery of Project activities;
- i) Ensure timely and appropriate reporting on progress and problems of project implementation and submit progress reports to MAFS on agreed deadlines;
- j) Providing leadership, guidance, enthusiasm and catalytic input to all levels of Project participants and activities, whenever appropriate;
- k) Ensure that the IA staff and all consultants and contractors engaged by comply with the project's gender and targeting strategies;
- l) Approve all procurement and accounting transactions performed by the IA that are within the authorised threshold, and facilitate disbursement of project funds needed for the implementation of SSLRP; and
- m) Undertake any other responsibility that will ensure smooth and effective implementation of the project.

3. Qualifications and experience:

- a) The Project Manager will have at least 10 years of work experience in planning, management, administration and implementation of rural livelihood improvement, agricultural or rural development Projects in the public, private or NGO sectors and specific exposure to commercial/private sector practice in service contracting, performance monitoring and financing;
- b) He/she must have a Master's degree in Agricultural Science, Agricultural Economics, Economics, Development Studies, or any equivalent qualification;
- c) Post qualification in Project Management will be an added advantage;
- d) Should have at least 2 years' experience working in South Sudan.

II. A4.2: Financial Management Officer

a) **Job Purpose:** The Project Finance Manager will be required to design and implement the necessary accounting and financial management systems to address the Project's needs in responding to the objectives. The systems to be designed, should focus on but should not be limited to budgeting, accounting, internal control, reporting and external auditing.

b) **Key responsibilities:**

- Develop, implement, modify, and document record-keeping and accounting systems, making use of the accounting software - implement the accounting software;
- Prepare, examine, and analyze accounting records;
- Perform or ensure regular reconciliations are prepared for relevant account balances for review and endorsement by the Project Coordinator;
- Prepare examine, and analyze monthly, quarterly (Quarterly Interim Financial Reports) and annual financial reports;
- Analyze operations, trends, costs, incomes, financial commitments, and obligations, so as to prepare Project and provide advice to the Project Coordinator accordingly;
- Develop, maintain, and analyze budgets comparing budgeted costs to actual costs on periodic basis;
- Prepare or update existing forms and manuals for accounting and bookkeeping personnel, and direct their work activities;
- Ensure and maintain a proper filing system for Project accounting records;
- Ensure compliance with relevant financial procedures, guidelines and standards;
- Initiate or conduct inventories and other relevant controls on assets;
- Supervise the work of Accountants or any other accounting staff assigned to the Project;
- Compile and consolidate SOEs for the PCU and review SOEs for the IA for approval;
- Liaising with the Accountants and Procurement officers at PCU and IA to ensure that SOEs withdrawal applications are prepared on time;
- Survey operations to ascertain accounting needs and to recommend, develop, and provide solutions to financial problems;
- Advise Project management about issues such as resource utilization and other matters pertaining to financial management;
- Prepare the Project for external audits within the stipulated time-frames;
- Help build SSLRP's capacity in accounting and financial management.

c) **Reporting.**

The Project Finance Manager shall be a member of the Project coordination team and shall report to the Project Coordinator.

d) **Qualification and Experience:**

- A Bachelor's Degree in Accounting from a recognized university;
- Additional professional qualification such as CPA, ACCA, etc are a requirement;

- Must possess at least 7 years of experience in accounting and financial management of which at least 5 years must be working experience with donor-funded Projects/projects;
- Must be computer literate with demonstrable proficiency in Microsoft Word and Excel and any other relevant application including accounting software;
- Must have excellent writing, presentation and interpersonal skills, excellent analytical skills and ability to effectively communicate with a broad range of audiences

III. A4.3 Civil Engineer/Public Works Specialist

- a) **Key responsibilities:** Reporting to the Project Manager (PM), the SSLRP Project Engineer (PE) will be responsible for the full implementation Sub-component 2.2 and provide inputs in the implementation of sub-component 2.1 as well as in the implementation of the Environmental and Social Management Framework (ESMF) as necessary. Specifically, the PE will be expected to:
- Participate in the Annual Work Planning & Budgeting of the Project and produce the infrastructure sub-component plans & budgets;
 - Lead the implementation of the infrastructure plans, inter alia:
 - developing the Terms of Reference (ToRs) for the consultants who will be contracted to design & supervise the infrastructure sub-projects;
 - Manage the contracting & supervision of the consultants;
 - Review the consultants design reports to ensure completeness and compliance with policies, guidelines & standards;
 - Verify and approve consultants' invoices;
 - Manage the contracting process for the construction contracts for the infrastructure sub-projects;
 - Monitor the construction progress: ensure the supervising consultants are performing as expected, receive and review construction progress reports, participate in monthly site meetings, verify & approve contractors' payments certificates, etc;
 - In consultation with the Community Development Expert (CDE), manage the design & implementation of the capacity building programs for the committees responsible for the operation and maintenance (O&M) of the infrastructure sub-projects. While the organization & management aspects of the capacity will be similar across the sub-projects, the PE will identify the required operations and maintenance training for the different categories of technologies employed for the different sub-projects and contract qualified service providers and supervise the delivery of the capacity building as necessary;
 - Participate in stakeholder meetings and workshops that are of interest to the implementation of infrastructure sub-projects;
 - Produce scheduled progress reports on the implementation of the infrastructure sub-projects; and,
 - Any other functions as the PM may assign.

b) Key Qualifications:

- Hold at least a Bachelors' Degree or its equivalent in Civil or Agricultural Engineering and be familiar with hydro-agricultural developments in the region;
- Have a minimum of five (5) years relevant professional experience in program/project design & management, broad knowledge of all rural infrastructure, water/agriculture sub-sectors, with specific experience in implementation and management of community based rural infrastructure projects;
- Previous experience working in rural infrastructure projects, and performing such roles as project preparation, appraising, supervising or implementing donor funded projects;

- Proven planning & organizational skills, with ability to think strategically and rapidly analyze and integrate diverse information from varied sources into conclusions and recommendations;
- Previous experience in developing and implementing community capacity building in organization and management as well as operations and maintenance;
- Familiar with Project planning and design software ;
- Proven ability to interact competently with Government, NGOs and donor agencies on issues relating to rural infrastructure development; and,
- A Team player with proven ability to work in a team and in a multicultural environment.

IV. A4.4: Community and Rural Development Specialist

This will be part of the core team within the Implementing Agency. She/he will provide leadership in the implementation of the Component 1 and 2 of the Project, with particular emphasis on Component 1 and Subcomponent 2.1. Specifically, s/he will ensure implementation of all guidelines relating to CDD implementation, to ensure that all sub-projects developed are in line with IFAD/GoSS policy guideline. S/he will lead in the development of relationships with other actors in the 5 counties that are involved in similar activities to IFAD. S/he will work closely with County Development and Payam Development Committees, to ensure that there is harmonies in the implementation of the CDD in the area.

Key Responsible: includes, leading on the implementation of the CDD and ensuring that the methodology and the guidelines developed for implementation are practice and further developed in line with lessons from the ground. S/he will lead the IA in the implementation of Component 1 and 2 and ensure that the quality of the facilitation process and the identified sub-projects meet the standard set in the design. S/he will supervise the Community Facilitators and any other organisation that will be working on behalf of the IA in the implementation of the CDD, ensure their training and re-training in line with local experiences; S/he will provide backstopping to CFs in sourcing for technical experts, linking them to sources of additional skills and knowledge that are desirable for production of quality CDPs and sub-projects; Ensure that CFs and the Committees of the sub-project are trained and delivering on the ToRs for the IA;

Reporting: S/he will report to the Manager and working closely with the M&E and the Public Works experts. He will also represent the Manager in most Payam's activities that are related to the project.

Qualifications: S/he should be a holder of first degree or master degree in agriculture, social science, economics or any relevant field. Strong multi-sectoral background with not less than 5 years of practical work with communities in post conflict context, using participatory appraisal techniques is essential.

V. A4.5: Social Inclusion (SI) Specialist (to be recruited as a Consultant as and when needed).

The Social Inclusion Officer (SI) works to provide technical support in the planning and implementation of a gender, socially inclusive SSLRP programming. They will also oversee the implementation of the nutrition sensitive interventions across the various components. The SI officer will be guided by IFAD Gender and Targeting guidelines, nutrition strategy and GOSS community engagement methodology and work closely with component leads with overall responsibility for ensuring planning, monitoring, and reporting of the project.

Key Responsibilities

1. Gender and Targeting strategy

Under the guidance of the Project Coordinator, serving as focal point facilitate the project to follow the targeting strategy for mainstreaming of the poor, women, youth and marginalized communities in project activities. SI officer will support implementation of the strategy for mainstreaming gender and social inclusion in programme activities and develop action-plan for implementing the strategy. This strategy will inform the identification and engagement of beneficiaries in the project (from Payam to Boma level). This strategy will be informed by the IFAD targeting guidelines set forth in the PIM).

2. Nutrition Strategy

SI specialist will oversee the implementation of the nutrition strategy by working closely with the community facilitators and CDP experts to ensure due consideration of nutrition actions in the CDPs.

3. Beneficiary selection and Participation

Ensuring that staff understand the rationale and the targeting strategy for mainstreaming of the poor, women, youth and marginalized communities in the project, and their specific role and responsibility in implementing it. They will thus strengthen and promote community engagement processes in the project areas, particularly identifying project beneficiaries (focus on youth), assessing their needs, and addressing community issues. SI officer will guide the identification of project beneficiaries . They will communicate the eligibility criteria and use a range of mechanisms in identifying households or individuals who are defined as eligible for project activities. Eligibility criteria will be informed by targeting strategy for components 1 and 2 and inclusion of vulnerable population groups (Women, Returnees, Persons with Disabilities).

4. Technical Support and backstopping

SI officer will closely collaborate with component leads and ensure the working documents of every component have SI elements integrated and a strong women and youth participation. Furthermore, they will orient and train project staff on gender integration, youth inclusion and nutrition sensitivity and approaches for SSLRP. They will provide regular technical assistance to ensure that gender and social inclusion is influencing their planning and activities and budgets. Additionally, they will build capacity of CBOs and government to plan and implement project activities on nutrition ,gender and social inclusion. Provide necessary orientation and advise to all the implementing agencies on gender and social inclusion issues and policies.

5. Gender Action and Learning System

Overseeing and monitoring the implementation of GALS including contracting consultants or service providers for technical assistance, reviewing the TOR and coordination.

6. Monitoring , Evaluation and Learning

SI officer will coordinate with and support the Monitoring and Evaluation (M&E) team to establish and implement SI – sensitive monitoring, evaluation, and reporting systems, including working with the M&E team to ensure data is sex, age, civil status, and disability dis-aggregated and analysed regularly. They will also conduct SI audits, contribute to the development of annual work plans, performance monitoring systems and tools, and write progress, and final program. This will include Collecting, documenting, and reporting of good practices in SI.

7. Partnerships

SI officer will maintain awareness of and relationships with civil society organizations and development partners also working in areas of gender and social inclusion. They will network and liaise with members of civil society organizations (especially disabled people's organizations and women's groups, returnees), international and national NGOs.

8. Grievance Redress Mechanism

Oversee the set up and implementation of the project's grievance redress mechanism including beneficiary feedback system that is accessible to all segments of the population.

Qualifications and Experience

- A minimum of ten years of progressive experience, with at least eight in gender and in implementation of social inclusion program in rural development project.
- Knowledge and experience of Participatory Rural Appraisal techniques
- Knowledge of the Graduation Approach and Household Methodologies especially GALS (will be valued- but not essential)
- Demonstrated knowledge of South Sudanese context
- Demonstrated experience and proficiency in managing programs that mainstream gender and social inclusion.
- Demonstrated experience in addressing issues related to safeguarding.
- Oversee the set up and implementation of the project's grievance redress mechanism.

VI. A4.6: Monitoring & Evaluation and Knowledge Management Officer

1. The Monitoring and Evaluation and Knowledge Management Officer will be responsible for all planning, monitoring and evaluation, knowledge management and communication. He/she will directly report to the Project Manager.

2. Specific Responsibilities:

- a) Oversee the development of, and manage the M&E system taking into account the Government monitoring frameworks, IFAD's Core Indicators and SSLRP objectives;
- b) Develop and implement Knowledge Management and Communication Strategy to ensure systematic, continuous learning, improvement and knowledge sharing;
- c) Oversee preparation of and consolidate inputs to the AWPBs, including arranging stakeholder review workshops;
- d) Facilitate SSLRP's annual review workshops, outcome assessment studies, Mid Term Review and completion review. Establish the timings and agendas for annual participatory monitoring workshops, including arrangements for ensuring adequate representation of all participants, the target groups including women and youths;
- e) Develop a M&E service pack (reporting formats for data and narrative) for service providers, and assess and develop trainings in data collection tools as needed, to ensure that appropriate measures are established and implemented by service providers to provide sufficient basis for review of SSLRP implementation and for monitoring changes seen on the ground;
- f) Coordinate reports from service providers for quarterly, semi-annual and annual reports;
- g) Manage special studies to be undertaken, including preparation of ToRs and overseeing the work of the consultants;
- h) Liaise with the financial controller to link physical and financial progress data;
- i) Monitor implementation processes and performance, and assess outputs and outcomes. He/she will ensure that all M&E indicators are gender and age disaggregated, and that SSLRP reports identify separately the number of male, female and youth beneficiaries, the nature of their participation and the ways in which they have benefited from the Project;
- j) Prepare and submit routine and ad-hoc progress reports to MAFS and IFAD; and
- k) Carry out any other activities that are assigned by the Project Manager.

3. Qualifications and experience:

- a) A minimum of a Bachelor's degree in Agricultural economics, economics or equivalent management qualification and specific training in M&E;
- b) At least eight years of work experience, including at least four years working with knowledge management, planning, M&E and/or MIS in government/donor projects or large institutions, with knowledge of logical framework projects and participatory systems;

- c) Ability to set up and follow through on a monitoring system in a complex environment, and capacity to design and carry out relevant field level verification and other data validation tools;

4. Competencies:

- a) Computer-literate and well-verses in the use of Word, Excel and statistical programmes, such as SPSS, Stata, etc..;
- b) Excellent oral and written communication skills in English;
- c) Excellent analytical skills;
- d) Self-motivated, with demonstrated ability to take initiatives and work under a minimum of supervision, but also to work effectively as a member of a team; and
- e) Strong managerial skills and demonstrated capacity to manage people and interact with a wide range of private sector partners, public sector representatives, and development partners.

VII. A4.5: Procurement Officer

1. The Procurement Officer will be responsible for all procurement under the Project and for maintaining all procurement documentation in good order, except those related to Subcomponent 3.2.

2. Specific responsibilities:

- a) Installation of appropriate procurement systems and procedures for effective planning and monitoring of procurements under the Project;
- b) Communicate to all implementing entities and service providers their responsibilities and requirements with respect to procurement in keeping with IFAD requirements and the prevailing government practices that are acceptable to IFAD;
- c) Preparation and consolidation of the annual Procurement Plan;
- d) Monitor implementation of contracts: report status and problems to the Project Manager, and intervene to address problem upon request by the Project Manager;
- e) Maintain all procurement records in a form appropriate for regular auditing;
- f) Ensure that goods and services financed have been procured in accordance with the grant/loan agreement;
- g) Coordinate preparation of ToRs for consultancy services and technical specifications for all procurements, in conjunction with the relevant technical government personnel;
- h) Undertake local shopping for goods and services where this falls within the procurement guidelines;
- i) Prepare tender documents in the required format and advertising or inviting bids from qualified (or pre-qualified) suppliers;
- j) Convene and support bid evaluation committees to undertake technical evaluation of bids or proposals for supply of goods and services. Ensure that Evaluation Committees have people with appropriate expertise;
- k) Approve progressive payments to contractors against the agreed milestones or outputs;
- l) Maintain a register of approved suppliers for smaller items procured locally;
- m) Prepare quarterly and annual reports of progress with implementation of the Procurement Plan, and regularly inform the Project Manager of problems and make proposals to overcome bottlenecks; and
- n) Carry out any other activities that are assigned by the Project Manager.

3. Qualifications and experience:

- a) A Master's degree in purchasing and supply, economics, finance or law; or equivalent management qualification with significant training and practical experience in procurement within government projects supported by international financial institutions;
- b) He/she will have a sound understanding of procurement within the South Sudanese environment and the protocols and procedures applying to internationally financed programmes and projects in the country;
- c) He/she would have at least 8 years of work experience in procurement and contracting preferably; and
- d) The job holder must possess advanced working knowledge and skills of MS Office (MS Word, MS Excel and MS Access).

4. Competencies:

- a) Ability to work well in teams and to interact with a wide range of private sector partners and government representatives;
- b) Knowledge of work planning and reporting;
- c) Excellent analytical skills;
- d) Honesty and Integrity;
- e) Strong written and oral communication skills in English; and
- f) Able to work independently, with limited supervision.

Annex 4: Terms of Reference for PCU staff

Project Coordinator

Duties and reporting lines

The Project Coordinator (PC) reports directly to the Director of PCU and will directly report to the Minister of Agriculture and Food Security. The PC serves as secretary of the National Technical Committee (NTC) and is also the Chairperson of the National Advisory Committee (NAC).

Tasks and responsibilities

- Responsible for overall coordination, planning, management, reporting, monitoring and evaluation of the Project;
- Ensure that Project implementation is results oriented, efficient and in compliance with relevant documents (financing agreement, project design report, project implementation manual, annual workplan and budget and other related documents);
- Coordinating and supervising the review and endorsement of annual work plan and budgets (AWPBs) and their timely submission to IFAD for No Objection;
- Mobilizing the required international and national technical assistance and overseeing their work;
- Coordinating the review of all project reports submitted by the Implementing Agency produced reports
- Ensuring recommendations of supervision missions are implemented and maintaining the general relationship with IFAD;
- Providing technical support to the state, payams, counties and other implementing agencies;
- Continuously assessing viability, profitability and targeting efficiency of the activities proposed by the project;
- Managing the PCU staff on a day to day basis.

Qualifications and Experience

- A Minimum of Master's Degree in Economics, Agricultural Economics or a similar degree from a recognized university;
- At least 10 years work experience in managing agricultural or rural development projects;
- Knowledge of Programme Management cycles with emphasis on results-based work planning and budgeting;
- User efficiency of the Microsoft Office package (Word, Power Point, Excel);
- Fluent in English (written and oral) and good report writing skills;
- Demonstrated advocacy, communications and negotiations skills and ability to work both as a team member and as a team leader;
- Working knowledge of GoSS policies, operations and reforms;
- Experience of working with a multilateral partner an added advantage.

Project Monitoring, Evaluation Knowledge and Management Officer

Duties and reporting lines

SSLRP will develop a results-based M&E system embedded into IA, state and county levels, for decision-making and learning. The M&E system will track, store, process and analyze the data related to implementation in order to measure the progress of the programmed activities and provide with useful information for the project management. The M&E functions will also include the following cross cutting issues: KM, social inclusion, capacity building, environment, and nutrition.

Under the supervision of the SSLRP Coordinator, the M&E Senior Officer will be responsible for: (i) M&E tools development, (ii) implementation of planning, targeting, monitoring, evaluation and reporting related activities, (iii) training and coaching of the team in charge of M&E, (iv) mainstreaming of cross cutting issues, (v) field visits to check on result achievement.

Tasks and responsibilities

The M&E officer will lead the planning and monitoring interventions of the Project, including managing the staff involved in these activities at both State, payam and county levels. S/He will also ensure timely and results-oriented planning and implementation of the Project. S/He will perform the following specific tasks:

- Promote the adoption of a results-based management: streamline approaches and tools and provide training and coaching to M&E team;
- Ensure the alignment and contribution of the M&E system to the GoSS and IFAD requirements (DSP monitoring system, ORMS, COSOP M&E, etc.)
- Orient and support the integration of cross cutting issues activities (KM, social inclusion, capacity building, environment, and nutrition) into project's interventions
- Design baseline, mid-term and end-line assessment methodologies, including data capture at outcome and impact levels
- Fine-tune and simplify into Excel-sheets the project result forecast (rule of indicator calculation) developed in the theory of change, logical framework, COSTAB, and EFA
- Develop and standardize templates for activity tracking as well as result consolidation and reporting based on the SSLRP logical framework indicators; and train implementers in their use
- Ensure the information flow from local implementers, Counties, up to the SSLRP Coordination
- Take the necessary measures to ensure that the M&E will be participatory and the indicators disaggregated as much as possible by gender and age
- Manage the AWPB preparation process and annual targets setting
- Guide the process of project progress and performance assessment, evaluate the relevant indicators and ratios of effectiveness and efficiency, match and follow-up the financial disbursement against the output and outcome achievement, adjust certain targets if required
- Identify capacity-building needs; implement training and coaching of key M&E staffs and implementers, including the beneficiaries especially for the participatory aspects (stakeholders' feedback)
- Organize consultancy missions to support technically the M&E team in term of tools development, training, and project result trend analysis
- Draft progress, results, and closing reports; and provide the necessary and essential information to the steering committee, MAFS, MoF, IFAD, counties, producer organizations, and other partners.

Qualifications and Experience

- Master's Degree in statistics, or economics, agronomy, veterinary.
- At least, 7 years of experience in M&E, KM&L, and capacity building

- Experience in conducting participatory M&E
 - 3 years of relevant experiences in terms of information management, data processing and analysis
 - Excel and IT skills
 - Result focused, planner, organizer, and good writer
 - Must possess excellent communication skills, both written and oral in English language

Financial Management Officer

Duties and reporting lines

Under the overall supervision of the Project Coordinator, the Financial Management Officer will be the principal actor in routine financial management of Project activities, responsible for the smooth flow and proper accounting of use of funds.

Tasks and responsibilities

- Establishing the financial and administrative systems, formats and procedures, including those for service contracting, budgeting and accounts and audit;
- The liaison function for Project related activities, vis-a-vis financial management and control;
- Liaise with the IA and other service providers their financial responsibilities, the funds available and how to access it, and the requirements of reporting and record keeping in accordance with prevailing Government practices which are acceptable to IFAD
- In liaison with the IA, address financial aspects of preparation of the Project AWPBs;
- Operation of special and operational accounts in accordance with IFAD procedures.
- Process documentation and follow up on disbursements from the Government and IFAD to ensure that releases are not delayed;
- Liaise with IA to prepare and submit regular withdrawal applications to IFAD and follow up to ensure that the Project does not run short of liquidity;
- Follow up on all Project funds released to implementing entities and technical partners for timely retirement and proper utilization;
- Ensure compliance by contractors of all financial management related aspects;
- Preparation and submission of routine and ad-hoc financial reviews and reports as needed;
- Act as a counter-signatory to Project fund releases as required for Project financial transactions and also sign as witness to contracts for aspects related to Subcomponent 3.2;
- Maintain all accounting records in a form appropriate for regular auditing;
- Arranging, participating in and monitoring the conduct of all audits and reviews, and preparing the necessary reports; and
- Carry out any other activities that are assigned by the Project Coordinator.

Qualifications and Experience

- Must possess a professional qualification such as ACCA or equivalent;
- A university degree in finance, accounting, business administration or economics would be an added advantage;
- The Financial Management Officer will have at least 8 years of work experience in the financial and administrative management of Projects or businesses with similar funding budgets and contractual complements similar to those under SSLRP. This experience may have been in the public, private or NGO sectors, but specific private sector/commercial accountability and experience would be a pre-requisite for selection;
- The job holder must possess advanced working knowledge and skills of MS Office (MS Word, MS Excel and MS Access) and Knowledge of accounting packages (e.g. Accpac, Pastel, SUN Systems).

Procurement Officer

Job Purpose

The Procurement Officer has liaison responsibility for Procurement issues between the Implementing Agency and the Ministry of Agriculture and Fisheries (MAFS). Specific responsibilities include ensuring that all procurement activities done at the IA are in line with the approved Procurement plan and agreed on by the Ministry. The Procurement Officer works in close collaboration with the Procurement Officer at the IA, the project team members and the PCU members under MAFS.

Key Responsibilities

- Ensure the all procurement plans are done based on the AWPB and the Programme needs/requirements in terms of procurements.
- Serve as a member of the Procurement Committee and evaluation committees.
- Ensure that IFAD ICP and NOTUS systems are used by the IA and ensure all procurements are updated in the system on a timely basis.
- Support in the preparation of bidding documents and related advertisements.
- Review all terms of reference and technical specifications prepared by technical staff.
- Briefing the ministry of all matters related to procurement on the project.
- Organize the bid opening, evaluation and selection processes and ensure minutes are done on a timely manner;
- Ensure reports are compiled and confidentially keep reports, documents, and records of all project procurement activities for transparency and ease of reference; maintain procurement files.
- Ensure the contract's registry is updated on a regular basis.
- Help prepare periodic reports on the status of procurement for the project and submit to PCU.
- Any other duties as may be assigned by the Project coordinator from time to time.

Technical/Functional competencies

- Innovative Performer able to generate innovative solutions, assess risk, make decisions and take accountability for his/her actions.
- Leader able to combine strong management, organizational and leadership skills with insight, seeking continual improvement and collaborative engagement within the team; able to achieve results through motivating people and influencing partners.
- Planner/organizer able to meet tight deadlines in a high-pressure and high-energy environment; flexible and able to multi-task.
- Strong analytical skills.
- Strong verbal and written communication skills.

Reporting

- The procurement officer will report to the Project Coordinator.

Qualification and Experience.

Education: A degree in Economics, Logistics, Supply Chain Management, Operations Management, Finance or Engineering, Mathematics, or Statistics.

Professional Qualifications: CIPS or any other professional qualification in procurement is desirable.

Experience: Minimum of 5 years working experience in procurement within Government and/or donor

Project Assistant

Duties and reporting lines

Under the overall supervision of the Project Coordinator, the Project Assistant/Secretary will be responsible for providing Project management and administration support to the PCU.

Tasks and responsibilities

- To effectively and efficiently provide secretarial services to PCU;
- Assisting the Project Coordinator with all Project communication issues, including the preparation and dissemination of the Project Publications Newsletter, and maintenance of the Project Website;
- Organizing, preparing and keeping records of proceedings of, and participating in Project meetings, which include Project Steering Committee Meetings, PCU Meetings and Annual Project Meetings; The minutes or records so prepared by the Project Assistant would have to be reviewed and sanctioned by the Project Coordinator prior to circulation;
- Assisting the Project Coordinator with following up implementation of recommendations of IFAD Supervision Missions;
- Making internal and external travel and accommodation arrangements as and when required for the PCU staff;
- Ensuring that all pieces of office equipment under the PCU are in good working condition through regular maintenance, and appropriate repairs;
- Keeping track of all utility bills and ensuring that these bills are paid on time;
- Establishing and maintaining both manual and electronic filing systems for safekeeping of Project records, contracts, personnel documents, etc.
- Managing office supplies;
- Managing incoming and outgoing correspondence;
- Maintaining the PCU Petty Cash;
- Monitoring motor vehicle usage through analysis of mileage and fuel usage;
- Preparing and maintaining an updated database on Project staff vacation and other forms of leave;
- Supervising the Project Driver,; and
- Carrying out any other Project tasks as may be assigned from time to time by Project Coordinator.

Qualifications and Experience

- The job holder must possess a Grade 12 Full Certificate with at least credit or better in English;
- He/she must have a Diploma in Business Administration, Public Administration, Office Management, Project Management, or a relevant field with appropriate experience;
- Bachelor's Degree in Business Administration, Public Administration, Economics, Project Management or a relevant field will be added advantage;
- Have a minimum of 3 years of work experience in a similar position (e.g., Project Assistant, Project Assistant or Administrator);
- Have computer experience in Microsoft word, power point, excel and access, and electronic mailing;
- Be fluent in English with excellent writing skills; and
- Although project experience is not a critical requirement, experience in a similar or administrative position with donor or government funded projects, web site maintenance, and any relevant additional project management training will be added advantages.

Driver

Duties and reporting lines

The Project driver will report to the Finance Officer. A secondary reporting line exists to the Planning Assistant.

Tasks and responsibilities

- Drive official vehicles of the SSLRP
- Keep his/her driving license valid and conform to the traffic code and meet requirements for driving motor vehicles driven by him/her
- -In case his/her vehicle is involved in accident, ensure that he necessary steps confirming to rules and regulations are taken
- Responsible for the day to day maintenance and cleanliness of the vehicle in his/her charge
- -Keep informed the line managers of any irregular happening to the project vehicles and suggest the necessary steps
- Inspect the vehicles' documentation, such as licensing, insurance, and inform the line managers as needed
- Keeps records/logbook as required of the performance and cost of upkeep of the vehicle assigned to him/her
- Assist in identifying and purchasing necessary spare parts for office vehicles
- Undertakes minor repair of vehicles under the administrative custody of the project and obtain appraisals on cost of vehicle repairs
- Transports official passengers/visitors and facilitates immigration and customs formalities as necessary
- Support as messenger and responsible for safe carrying of pouches, mail or any documents, parcels or other articles entrusted to him/her for transporting as assigned by line managers
- Assists in logistic work process as necessary, and flexibility in working hours and over the weekend
- Performs official errands as required, and performs any their tasks as appropriately assigned

Qualifications and Experience

- Completion of secondary education
- Fluency in at least one local South Sudanese language and basic English communication (written and spoken)
- Knowledge of driving rules and regulations
- Basic elementary knowledge of motor machines and a valid driver's license
- Ability to undertake minor vehicle repairs
- Minimum of four years' driving experience with safe driving record
- Experiences working with National and or international Projects
- Ability to travel to the project's target areas

Annex 5: Conflict Analysis in South Sudan

Conflict has long been one of the social challenges in South Sudan. The country has been experiencing armed conflict since 2013 that caused death and immigration and migration of South Sudanese as well as economic and social destructions. As far as this project is concerned, conflict will be seen in two perspectives (i) political/armed conflict that will hamper project implementation as well as (ii) project induced conflicts. The following table is a snapshot of causes for conflict in South Sudan.

Table: Conflict Analysis- SSLRP

Type of conflict	Cause	Description	Consequence	Rating	Mitigation measure
Project led	Site selection	-Payam, Bomas and watershed selection may cause intercommunal conflict	-negative impression towards the project and lose of trust on the government, IA, IFAD etc -may cause project delay -	Medium	-Apply IFAD's targeting strategy, including available selection criteria in the country -intensive consultation with local communities and administrators -Use climate vulnerability Assessment, if applicable
	Beneficiary selection	-Biased selection of HHs may lead to conflict among the local communities and IA	-negative impression towards the project and lose of trust on the government, IA, IFAD etc -may cause project delay -	Medium	-Apply IFAD's targeting strategy particularly the analysis made on youth, women, malnutrition/nutrition, IDP including available selection criteria in the country -intensive consultation with local communities and administrators
	Construction of infrastructures (CDD)	Construction of infrastructure may -require land acquisitions -reduce water flow to dawn stream communities (in case of irrigation schemes) -construction activities may have occupational health and safety concern	-delay implementation -conflict among local communities -	Medium	-put in place Grievance Redress Mechanism -Public consultation -effect compensation timely -apply quality construction practices

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		which in turn causes to conflict between the contractor/project owner and employees/local communities. Furthermore job opportunities in the implementation of sub-projects may cause conflict among the local communities and also with the contractor			
Politically induced	Armed conflict between IDP and indigenous people/native people	-SS, being in armed conflict since 2013, this could be continues even after the revitalization peace agreement. -depending on limited/common resources may cause resource use conflict among interested parties such as IDP and local communities	-delay implementation project	High	-Carryout periodic conflict analysis - Monitor progress with the government of SS and NGO forum

Conflict resolution strategy and plan, in consultation with various stakeholders, and plan will be prepared and annexed in the ESMF. Generally, due attention should be given to conflict avoidance through the provision of quality service and public participation. Synergy with all INGO operating in South Sudan will use to monitor and mitigate conflicts. Citizen Engagement Strategy, including GRM, will ensure the participation of communities in planning, design, implementation as well as Monitoring and Evaluation (M&E). Furthermore, it is important to work with the government of South Sudan and create a platform for monitoring implementation of the revitalization peace agreement.

Annex 6: Terms of Reference for GALS Consultant/Service Provider

GALS (Gender Action Learning System) is a community-led empowerment methodology that uses principles of inclusion to improve income, food and nutrition security of vulnerable people in a gender-equitable way. It positions poor women and men as drivers of their own development rather than victims, identifying and dismantling obstacles in their environment, challenging service providers and private actors. It has proven to be effective for changing gender inequalities that have existed for generations, strengthening negotiation power of marginalized stakeholders and promoting collaboration, equity, and respect between value chain actors.⁸ The project will use GALS to increase the intrinsic, instrumental, and collective agency of project beneficiaries recognizing that gender justice is critical to positive economic, social and nutritional outcomes. GALS will assist ultra-poor households, smallholder women and men farmers and young women and men (including PWD) to engage in the value chains more effectively. The IA may contract a consultant/service provider to implement the GALS subcomponent at household level: The GALS consultants /service provider (SP)will be responsible for the following:

- i. **Adapt and prepare GALS manuals** adapted to include Nutrition and Climate Change Adaptation for training community/ household facilitators
- ii. **Design the methodology for documenting and monitoring GALS** in the field and train Supervisors and TOT participants in the methodology. This will include developing simple formats for households to document their progress in a standard format in their record books. They will also implement and design a short survey in consultation with the Social Inclusion Specialist and M&E Specialist to help the community facilitators capture information on uptake of the methodology.
- iii. **Design and Deliver TOT (1)**: The first round of 2 TOTs (5 days each) will be delivered in each county (Year 2) to train household facilitators, community facilitators, supervisors, County Officials in basic tools for GALS: These include but may not be limited to Vision Road Journey, Gender balance tree, Challenge Action Tree and Social Empowerment Maps.
- iv. **Supervision and Quality Assurance (Round 1)**: The SI specialist will spend 7 to 10 days in each county observing the household mentors train women and men in the field over a period of 6 months. Field visits will be undertaken with the Supervisors of the household mentors. The Consultant will provide feedback on the quality of the training and train the Senior Supervisors during the field visits with a checklist to help them monitor the performance of the mentors in future.
- v. **Design and Deliver TOT for GALS Champions**: The consultant/ service provider will design and deliver a TOT for individuals (women, men and youth) who have used the GALS training to transform their lives. A TOT will be held in each county to train 15 GALS Champions. The consultants / service provider for GALS will supervise the mentors through onsite visits with supervisors during this 6 month period.
- vi. **Supervision and Quality Assurance (Round 2)** The third TOT will be followed by another round of Supervision with the Senior Supervisors to provide feedback on the quality of training and assess any challenges in the field that need to be addressed as GALS champions share tools with other women and men.
- vii. The Social Inclusion specialist will be responsible for submitting works plans, manuals, reports on the TOT, Supervisions and for preparing an end of project

report, highlighting achievements and challenges. The report will also capture case studies from each county.

Qualifications

A minimum of 5 years' experience in training and designing TOTs

Demonstrated familiarity with a range of participatory and interactive training techniques

- i. A minimum of 5 years of experience of working with GALS in rural communities

Annex 7: Terms of Reference for Providing Various Professional Services During the Implementation of the Infrastructure

ToR FOR THE HYDROGEOLOGIST - HYDROGEOLOGICAL SURVEY OF THE PROPOSED SITES

A. Background

1. The events that have happened in South Sudan especially the inter ethic internal fighting resulted in protracted conflict, violence and massive cross-border displacements, of significant proportion of the population. As a result, there was a breakdown of the social structure of the population and disruption of community structures and institutions which negatively affected the livelihoods of the people. With the signing of the peace agreement and the formation of the Government of National Unity, there is a desire across the population to get their lives back to normal. However, because of the prolonged conflict, the country is still fragile and food insecurity remains a main challenge. Because of the fragility of the people, they continue to degrade the farmlands and forests leading to the population becoming extremely vulnerable to the impacts of increased warming as well as unpredictable and reduced rainfall.

2. It is against this background that IFAD is joining other development partners in supporting the country's recovery. Towards this end the IFAD proposes to avail funding for the South Sudan Livelihoods Resilience Programme (SSLRP). The goal of the SSLRP is to "contribute to improved and resilient livelihoods for South Sudan rural smallholders" The Development Objective is to "Empower communities to participate in decision making processes that will result in sustainable and resilient agricultural livelihoods".

3. While improving reliance and livelihoods requires a multiplicity of interventions, it is recognized that infrastructure investments at strategic touch points in the Project would be a prerequisite. The infrastructure is provided for under sub-component 2.2 "Community Infrastructure to Support Production and Marketing". The SSLRP is designed as Community Driven Development (CDD) project, thus it is expected that the investments in infrastructure will be decided by the communities, through the community planning process. However, given that the Project's objective includes resilient agricultural livelihoods, water for production would be among the requests expected from the communities. It is foreseen that the provision of water for production would be through different technologies, among them being boreholes. These terms of reference are for the consultancy to carry out the hydrogeological surveys to identify the sites where the boreholes will be drilled as well as supervise the drilling operations.

B. Objective of the hydrogeological Survey

4. The purpose of this assignment is to support the SSLRP implementing Agency (IA) with expertise related to hydrogeological investigations to determine the most suitable boreholes sites in a given Watershed/Payam in a certain County. In consultation with the IA and the County/Payam Development Committees, the Consultant will explore possible borehole sites and make a recommendation on the sites recommended for borehole drilling, as well as recommend the most appropriate drilling methodology in order to develop boreholes with the maximum available yield.

C. Proposed Approach & Deliverables

5. The hydrogeologist will undertake the assignment in a multi-step approach as follows:

- a. Desk Study including a review of existing relevant background information/data and previous studies and borehole investigations, geological reports, etc.;

- b. Hydrogeological and Geophysical Investigations including carrying out field investigations on geological, geomorphological and structural features of the target areas, inspection of existing boreholes, verification of existing data and findings combined with geophysical measurements at selected potential locations; c) conduct weather/climate analysis particularly history and trends/scenario of rainfall in the area to ensure adequate infiltration/availability of water.
- c. Analysis of the geophysical data generated from the measurements;
- d. Compilation, analysis and evaluation of the gathered data and information;
- e. Identifying and properly pegging the sites that offer plausible chances of successful drilling. Also, suggest on the possible water quality and expected borehole potential; and,
- f. Compile and deliver the Hydrogeological Report for each borehole site.

D. Qualifications and professional experience.

Academic: University Degree in Hydrogeology, Groundwater hydrology,

6. A suitable consultant for the assignment should have Bachelors degree in any related field of hydrogeology, hydrology, engineering, environment, physical, or earth science with proven technical and field experience. A Masters degree in the above fields would be an added advantage. Besides having a good experience of working in this sector, the consultant must also be registered as professional in his or her field of study and have:

E. Skills and Experience:

- Performed consultancies in the last 5 years especially on hydrogeological surveys and drilling operations;
- Proof of availability the required equipment and personnel and ability to mobilize them on short notice;
- Experience and professional training in geological and geophysical methods;
- Proven ability to deal with multiple tasks in a courteous and service-oriented manner in a demanding working conditions and short deadlines;
- Ability to coordinate a range of diverse actors and drillings activities to achieve a common objective in the area of groundwater development and production.
- Ability towards analytical and creative thinking for rapid technical/mechanical solutions
- Good communicator with strong interpersonal and negotiations skills to deal with persons of various cultural and educational backgrounds.
- Strive to live up to high ethical and professional standards.
- Proficiency in computer software such as Ground water modeling, MS Excel, Word, GIS.
- Excellent technical reporting skills.

TO R FOR ASSESSMENT AND DESIGN RURAL ACCESS ROADS

A. Background

1. The events that have happened in South Sudan especially the inter ethic internal fighting resulted in protracted conflict, violence and massive cross-border displacements, of significant proportion of the population. As a result, there was a breakdown of the social structure of the population and disruption of community structures and institutions which negatively affected the livelihoods of the people. With the signing of the peace agreement and the formation of the Government of National Unity, there is a desire across the population to get their lives back to normal. However, because of the prolonged conflict, the country is still fragile and food insecurity remains a main challenge. Because of the fragility of the people, they continue to degrade the farmlands and forests leading to the population becoming extremely vulnerable to the impacts of increased warming as well as unpredictable and reduced rainfall.

2. It is against this background that IFAD is joining other development partners in supporting the country's recovery. Towards this end the IFAD proposes to avail funding for the South Sudan Livelihoods Resilience Programme (SSLRP). The goal of the SSLRP is to "contribute to improved and resilient livelihoods for South Sudan rural smallholders" The Development Objective is to "Empower communities to participate in decision making processes that will result in sustainable and resilient agricultural livelihoods".

3. While improving reliance and livelihoods requires a multiplicity of interventions, it is recognized that infrastructure investments at strategic touch points in the Project would be a prerequisite. The infrastructure is provided for under sub-component 2.2 "Community Infrastructure to Support Production and Marketing". The SSLRP is designed as Community Driven Development (CDD) project, thus it is expected that the investments in infrastructure will be decided by the communities, through the community planning process. An expected outcome of this process is different communities coming up with sub-projects intended to support production as well as post harvest infrastructure. Even as the SSLRP supports these investments an already identified constraint is the poor state of access roads in the target areas. The deplorable state in which the access roads are in makes it difficult for the farmers to access inputs or take their produce to the markets. For this reason SSLRP has purposed to strategically invest in access roads rehabilitation. This ToR is for a Consultancy to assess the conditions of the roads leading into the areas where the infrastructure sub-projects will be implemented as well as carryout the design of the required improvements.

B. Objective of the Assignment

4. The purpose of this assignment is to support the SSLRP implementing Agency (IA) with expertise related to assessing the conditions of the roads leading into the areas where the infrastructure sub-projects will be implemented. In consultation with the IA and the County/Payam Development Committees, the Consultant will indentify the roads that link the sub-projects to the markets, assess the required improvements and undertake technical designs of the road sections/spots as necessary. After indentifying the spots/sections of the roads that require rehabilitation/improvement, the Consultant will also carry out the design of the required improvements.

C. Proposed Approach & Deliverables

5. The Consultant will undertake the assignment in a multi-step approach as follows:

- a. Desk Study including a review of existing relevant background information/data Collection and Review of Existing Data and Documents on existing access roads in the target Payams/Bomas;

- b. Carrying out of field investigations and activities including, but not limited to:
 - A rapid assessment of the conditions of the identified roads with a view to making a determination of the rehabilitation/improvements that will be required along the different road sections and structures;
 - Carrying out any topographic Surveys that will be required
 - Undertaking geo-technical survey as necessary;
 - Hydraulic assessment for drainage where applicable; and,
 - Construction materials investigation/survey.
- c. Detailed engineering design and drawings of the different roads sections/structures identified for rehabilitation/improvement;
- d. Provide engineering specifications covering all aspects of the proposed works. The technical specifications shall comply with industry design standards and shall include the descriptions of the work items, material requirements, construction requirements and methods as well as the methods of measurements. The sampling, testing and inspection requirements, and production and delivery requirements, shall be included in the specifications of applicable work items.
- e. Liaising with the IA to ensure compliance with the Environmental and Social Management Framework.

D. Qualifications and professional experience

6. For this assignment, the Consulting Firm would field a Team Leader who would be a consultant with at least a Bachelor's Degree in Civil Engineering, and at least 10 years of experience in the planning, designing, and overseeing construction and maintenance of rural roads and facilities. The Team Leader would also be registered as a professional Engineer with any of the registration boards in East Africa.

E. Skills and Experience:

- Performed consultancies with at least 5 years experience as a Team Leader including supervision of construction and/or rehabilitation works of road infrastructure and associated drainage.;
- Proven ability to deal with multiple tasks in a courteous and service-oriented manner in a demanding working conditions and short deadlines;
- Ability to coordinate a range of diverse actors and activities to achieve a common objective in the area of rural feeder roads design and development;
- Ability towards analytical and creative thinking for rapid technical/mechanical solutions;
- Good communicator with strong interpersonal and negotiations skills to deal with persons of various cultural and educational backgrounds.
- Strive to live up to high ethical and professional standards.
- Proficiency in computer software such as GIS, MS Excel, Word, GIS.
- Excellent technical reporting skills.

ToR FOR ASSESSMENT AND DESIGN OF WATER SUPPLY SYSTEMS

A. Background

1. The events that have happened in South Sudan especially the inter ethic internal fighting resulted in protracted conflict, violence and massive cross-border displacements, of significant proportion of the population. As a result, there was a breakdown of the social structure of the population and disruption of community structures and institutions which negatively affected the livelihoods of the people. With the signing of the peace agreement and the formation of the Government of National Unity, there is a desire across the population to get their lives back to normal. However, because of the prolonged conflict, the country is still fragile and food insecurity remains a main challenge. Because of the fragility of the people, they continue to degrade the farmlands and forests leading to the population becoming extremely vulnerable to the impacts of increased warming as well as unpredictable and reduced rainfall.
2. It is against this background that IFAD is joining other development partners in supporting the country's recovery. Towards this end the IFAD proposes to avail funding for the South Sudan Livelihoods Resilience Programme (SSLRP). The goal of the SSLRP is to "contribute to improved and resilient livelihoods for South Sudan rural smallholders" The Development Objective is to "Empower communities to participate in decision making processes that will result in sustainable and resilient agricultural livelihoods".
3. While improving reliance and livelihoods requires a multiplicity of interventions, it is recognized that infrastructure investments at strategic touch points in the Project would be a prerequisite. The infrastructure is provided for under sub-component 2.2 "Community Infrastructure to Support Production and Marketing". The SSLRP is designed as Community Driven Development (CDD) project, thus it is expected that the investments in infrastructure will be decided by the communities, through the community planning process. An expected outcome of this process is different communities coming up with sub-projects on water supply for production or multiuse. It is foreseen that the provision of water for production would be through different technologies, among them being: water harvesting infrastructure (pans/haffirs, valley tanks etc,) river/spring abstraction and distribution, boreholes equipped with solar pumping systems, and so forth. In order to decide on the option that would best respond to the different community demands, it is will be necessary to make an assessment in the different watersheds and recommend the most feasible water supply option. These terms of reference are for the consultancy to carry out the assessment of the water supply options in the watersheds.

B. Objective of the Assessments

4. The purpose of this assignment is to support the SSLRP implementing Agency (IA) with expertise related to assessment of the most feasible water supply options in the different watersheds in which the SSLRP is being implemented. In consultation with the IA and the County/Payam Development Committees, the Consultant will explore possible different water supply options to meet the demand for water in the target Payams/Bomas. The assessments would result in a recommendation on the most feasible water supply options for the different proposed sub-projects.

C. Proposed Approach & Deliverables

5. The Consultant will undertake the assignment in a multi-step approach as follows:
 - a) Desk Study including a review of existing relevant background information/data and previous studies on water supplies in the target area including: rivers/springs hydrological data, borehole investigations, geological reports, rainwater harvesting systems, etc.;
 - b) Carrying out of field investigations on hydrological, and runoff features of rivers/springs as well as the hydrogeological features of the target areas.

- Inspection of already existing water supply projects existing boreholes, verification of existing data and findings combined with hydrological measurements at selected potential locations if necessary;
- c) Analysis of the data generated from the investigations and measurements;
 - d) Compilation, analysis and evaluation of the gathered data and information leading to a listing of possible water supply sources in the target areas and their capacities;
 - e) Generating a listing of possible options of water sources for each of the proposed sub-projects including a comparative cost estimate; and,
 - f) Compile and deliver the report with recommendations on the most suitable water supply option for each of the proposed sub-projects.

D. Design of the Selected Water Supply Sub-Project

6. When the suitable water supply options are selected for implementation, the Consultant depending on the performance during the assessment would be assigned the design phase of the assignment. However, should the performance during the assessments have been below par, the IA would tender the design phase anew. When the go ahead for the design phase is given, the Consultant would carry out the design along the following lines:

- a. Carrying out of field investigations and activities for the specific sub-project including, but not limited to:
 - A rapid assessment of the conditions of the proposed site with a view to validating the proposed source/s and suggested delivery systems;
 - Carrying out any topographic Surveys that will be required
 - Undertaking geo-technical surveys as necessary;
- b. Detailed engineering design and drawings of the different fixtures: intake works, embankments, spillways, delivery systems, storage, distribution systems, including required fixtures and appurtenances, as necessary;
- c. Provide engineering specifications covering all aspects of the proposed works. The technical specifications shall comply with industry design standards and shall include the descriptions of the work items, material requirements, construction requirements and methods as well as the methods of measurements. The sampling, testing and inspection requirements, and production and delivery requirements, shall be included in the specifications of applicable work items.
- d. Liaising with the IA to ensure compliance with the Environmental and Social Management Framework.

E. Qualifications and professional experience

7. For this assignment the Consulting Firm would field a Team Leader who would be a consultant having at least Bachelor's degree and 10 years experience in any related field of water engineering, hydrogeology, hydrology. A Masters degree in the above fields would be an added advantage. The Team Leader would also be registered as a professional in his field of expertise with any of the registration boards in East Africa.

F. Skills and Experience:

8. Besides having a good experience of working in the water supply sector, the consultant must also have:

- Performed consultancies as a Team Leader in the last 5 years especially on community water supply design and construction;
- Experience and professional training in hydraulic networks designs hydrological, geological and geophysical methods;
- Proven ability to deal with multiple tasks in a courteous and service-oriented manner in a demanding working conditions and short deadlines;
- Ability to coordinate a range of diverse actors and activities to achieve a common objective in the area of water supply design and development;
- Ability towards analytical and creative thinking for rapid technical/mechanical solutions;
- Good communicator with strong interpersonal and negotiations skills to deal with persons of various cultural and educational backgrounds.
- Strive to live up to high ethical and professional standards.
- Proficiency in computer software such as GIS, ground water and hydrological modeling, MS Excel, Word, GIS.
- Excellent technical reporting skills.

TERMS OF REFERENCE FOR SUPERVISION OF CONSTRUCTION OF INFRASTRUCTURE¹³

A. Background

1. The events that have happened in South Sudan especially the inter ethic internal fighting resulted in protracted conflict, violence and massive cross-border displacements, of significant proportion of the population. As a result, there was a breakdown of the social structure of the population and disruption of community structures and institutions which negatively affected the livelihoods of the people. With the signing of the peace agreement and the formation of the Government of National Unity, there is a desire across the population to get their lives back to normal. However, because of the prolonged conflict, the country is still fragile and food insecurity remains a main challenge. Because of the fragility of the people, they continue to degrade the farmlands and forests leading to the population becoming extremely vulnerable to the impacts of increased warming as well as unpredictable and reduced rainfall.
2. It is against this background that IFAD is joining other development partners in supporting the country's recovery. Towards this end the IFAD proposes to avail funding for the South Sudan Livelihoods Resilience Programme (SSLRP). The goal of the SSLRP is to "contribute to improved and resilient livelihoods for South Sudan rural smallholders" The Development Objective is to "Empower communities to participate in decision making processes that will result in sustainable and resilient agricultural livelihoods".
3. While improving reliance and livelihoods requires a multiplicity of interventions, it is recognized that infrastructure investments at strategic touch points in the Project would be a prerequisite. The infrastructure is provided for under sub-component 2.2 "Community Infrastructure to Support Production and Marketing". The SSLRP is designed as Community Driven Development (CDD) project, thus it is expected that the investments in infrastructure will be decided by the communities, through the community planning process. An expected outcome of this process is different communities coming up with sub-projects intended to support production as well as post harvest infrastructure. Even as the SSLRP supports these investments an already identified constraint is the poor state of access roads in the target areas. The deplorable state in which the access roads are in makes it difficult for the farmers to access inputs or take their produce to the markets. For this reason SSLRP has purposed to strategically invest in access roads rehabilitation.

4. The SSLRP has already identified the roads that require rehabilitation/improvements and had designs of the improvements/rehabilitation carried out as well as awarded the construction tender. The IA is therefore seeking to engage a consultancy firm to supervise the construction works and these ToR outlines the consultancy services required.

B. Objective of the Assignment.

5. The purpose of this assignment is to provide the SSLRP implementing Agency (IA) with Project Manager and Team to manage the day-to-day supervision of construction works on rural access roads rehabilitation/improvement. The supervision team is expected to provide professional inputs, advice and support to IA as well as providing the required inputs for the day-to-day supervision of the contractor in the execution of the works.

¹³This ToR is for supervision of feeder roads but supervision of different categories of infrastructure would take the same form and structure.

C. Proposed Approach & Deliverables

6. On engagement, the Consultant will undertake pre-construction activities, which should include, among others:

- a. An assessment of the conditions of the site as of the start of construction to generate a report on the constructability and to ensure that any new or emerging issues are considered and the necessary adjustments, including in the design if necessary, made prior to the start of Works;
- b. Provide the Contractor with the necessary designs, revisions, details or information to adequately carry out the works of the contract;
- c. Supply the Contractor with working drawings, schedules, specifications, BoQs and other contract /construction documents to allow the preparation of a construction schedule and to review and/or revise such schedule upon receipt as well as periodically during the execution of the Works;
- d. Ensure that benchmarks and other survey information are used to properly set out

7. While the overall responsibility for the supervision lies on the Project Manager, during the implementation period, representation on site shall be in the form of a qualified Clerk of Works to provide, among others:

- a. Adequate supervision and enforcement of quality control, environmental management, health & safety;
- b. Ensure that the contractor has a site diary and that it is kept up to date and is accessible to all visitors;
- c. Issue necessary instructions to the Contractor and record these in the Site Record Book/Site Diary;
- d. Preparation of weekly progress reports for the Project Manager documenting project progress in accordance with the Contract;
- e. Certification of the payroll documentation provided by the Contractor and conduct random interviews of Contractor employees to determine if the Contractor is in conformance with SSLRP's and the GoSS's labor compliance policies;

8. During the implementation of the Works, the Project Manager shall:

- a. Ensure that issues arising on site which impact the progress of the works (to include but not be limited to the certification of payments, adjustments to design and issuing of site instructions, etc.) where they arise are addressed and the response given within the agreed upon period;
- b. When necessary, prepare and supply to the Contractor variation orders with revisions to contract drawings, additional specifications or details that may be required for the proper execution of the Works, after having received approval from the IA for those variations;
- c. Periodically review of Contractor's schedules and method statements for reasonability and compliance with contract requirements, as well as perform delay analysis on extension of time requests;
- d. Assess and make recommendations on the price and/or contract cost adjustments for reasonableness, value for money and relativity to market price;

- e. Review and approve request for Extension of Time after approval from the IA to grant extension of time. The Project Manager must present to the Employer, the details of an Extension of Time request within agreed period of receiving a request for Extension of Time Claim from the Contractor;
- f. If the Contractor ceases to perform works as required by the terms of the Construction agreement, the Manager must advise the IA and make relevant recommendations including termination, if deemed necessary;
- g. If the Contractor is terminated the Manager must provide the IA with a detailed report comprising i) complete inventory of materials on site; ii) an estimated value of the reported inventory; iii) photographs of the inventory and state of the incomplete works; iv) statement on the state of the incomplete works; v) details of the work done to the date of termination; and, vi) details of what is required to complete the works.

9. A key deliverable during construction is the Monthly Progress Reports to include information on:

- a. Progress of the Construction Works;
- b. Results of any test that are carried;
- c. Site safety and environmental performance;
- d. Claims assessment and recommendations;
- e. Cost assessment/analysis and recommendations;
- f. Time assessment/analysis and recommendations;
- g. Excerpts/copies of site diary;
- h. Copy of contractor's claims; and,
- i. Minutes of Site Meetings, etc

10. During construction, the Consultant should ensure that their activities and those of the Contractor are guided by SSLRP guidelines regarding Gender Equality, Environmental and Social, workplace codes and standards to continually maintain the highest level of professional and industry best practices.

11. On Substantial/Practical Completion of the construction, the Consultant will undertake post-construction activities, which should include, among others:

- a. Carry out inspections including practical completion "walk through" with the IA, State Government and the County Focal Persons to identify and prepare a "Check List of defects" and "incomplete works" with an expected date of rectification/completion – the defects liability period as per the Construction Contract;
- b. Provide the "As-Constructed/Built Drawings" showing the works as-constructed by the Contractor, including final pay quantities;
- c. Preparation of Final Pay Estimate by submitting relevant supporting documents (invoices, reports etc.) to assist IA in determining final pay quantities as per work contract;
- d. Prepare the final materials documentation for closing the project; and,
- e. Submit all relevant technical documents, logs, certificates, warranties and manuals.

12. On Final Completion/ Defects Liability Period the Consultant shall:

- a. Arrange and attend the Final Completion Meeting at the agreed upon time before the end of the defects liability period;
- b. Carry out final site inspection and verify that all defects have been attended to as required by the specifications/contract, and are approved of by the IA and Local Governments;
- c. Ensure that all other matters identified in the Final Completion Meeting have been adequately addressed; and,
- d. Issue a Certificate of Final Completion

D. Qualifications and professional experience

13. For this assignment, the Consulting Firm would field a Team Leader who would be a consultant with at least a Bachelor's Degree in Civil Engineering, and at least 10 years of experience in the planning, designing, and overseeing construction and maintenance of rural roads and facilities. The Team Leader would also be registered as a professional engineer with any of the registration boards in East Africa. The Firm would also field a Clerk of Works with at least a Diploma in Civil Engineering and at least 5 years experience in supervision of road works.

E. Skills and Experience:

- Performed consultancies with at least 5 years experience as a Team Leader including supervision of construction and/or rehabilitation works of road infrastructure and associated drainage.;
- Proven ability to deal with multiple tasks in a courteous and service-oriented manner in a demanding working conditions and short deadlines;
- Ability to coordinate a range of diverse actors and activities to achieve a common objective in the area of rural feeder roads design and development;
- Ability towards analytical and creative thinking for rapid technical/mechanical solutions;
- Good communicator with strong interpersonal and negotiations skills to deal with persons of various cultural and educational backgrounds.
- Strive to live up to high ethical and professional standards.
- Proficiency in computer software such as GIS, MS Excel, Word, GIS.
- Excellent technical reporting skills.

Annex 8: Terms of Reference for County Profiles Study

Introduction

South Sudan Livelihood and Resilience Project [SSLRP] is a US\$9.8 million Project, funded by IFAD. SSLDP seeks to work with five County Authorities in the Bor, in Jonglei State, Terekeka and Kajo Keji in Central Equatoria State and Magwi and Torit in Eastern Equatoria States. The Project seeks to empower targeted household members, to identify, select, prioritise and implement livelihoods options that respond to their short and medium-term development objectives. To achieve this, the Project will hire trained Community Facilitators, female and male, who will guide the process of selection and prioritisation of the livelihood activities. Livelihoods options will range from agriculture [crops, livestock, fisheries] and off-farm activities like employment [Road Maintenance Group], agro-processing, and value addition. All these activities aim to benefit individuals and the business plans generated under guided facilitation will be gender sensitive, climate responsive and environmentally sound.

SSLRP approach underpins processes and technical guidance by Subject Matter Specialists, who will influence the decisions of the beneficiaries in line with principles for sustainable development. As a principle, all analytical work and description of observations in the Project should be contextualised in terms of how gender, environment and climate change are responsive they are. This is because the Project implementation seeks to introduce these themes as the new norms in the transition from humanitarian to development context. To link household's livelihoods to markets, supportive community infrastructure like small-scale irrigation, storage facilities, feeder roads would be required and these investments will be anchored on the activities of the vulnerable households.. Conversely, partnerships with specialised actors including with LGs, NGOs working with communities in these locations and national donors will be one of the cornerstones of the SSLRP activities.

The Purpose of the County Profile

SSLRP plans to undertake County profile studies covering the five counties that have been targeted. The County Profile [CP] studies will provide additional information for the design of the SSLRP and for the start up of its implementation. It will assess whether the pertaining environment within the selected Counties is conducive for use of Community Driven Development approach in the transition from the largely humanitarian setting to one that promotes household-led development with a focus on livelihoods. To this end, this descriptive and analytical study will use both secondary and primary data [Key Informant Interviews] to analyse data and come out with recommendations that will guide **the targeting of the lower local government** areas within the Counties. The key questions for the study are:

- a]. Which Payams in each of the Counties have better potentials for SSLDP interventions? How so? How do LGs, Cultural Leaders and other institutions relate with the different categories of the beneficiaries? Why so?
- b] What are the main development needs of the SSLRP beneficiaries in the different Bomas in each of the County? Who are working with them, to realise their dreams? What approaches are they using to engage with the beneficiaries? How are the community, the youth and the women engaged?

c] Who are the poor in each of the locations? How is poverty perceived disaggregated by leaders and the different categories of community groups? How does food security and nutrition feature in the definition?

Proposed Approach

The study will combine both desk reviews of existing information and some targeted interviews administered by the Implementing Agent or a Consultant with NGOs, LGs and Local Leaders from the areas. Primary information could be easily collected by administering **structured questionnaires** that would require the Boma, Payam and County chiefs and Development Committees to fill and are forwarded to the County Level SSLRP focal point persons, for further analysis and compilations. Specifically, the study will:

1. **Contextualising the readiness of Payams and Bomas.** Provide matrix analysis of each County in which the Payams, Bomas, and Villages are contextualised to inform the targeting of Payams and within the Payams, the Bomas and villages. The information required will include accessibility, LGs structures, their staffing, plans, skills mixed, their relevance, and readiness of the key sectors to support SSLRP implementations in the areas of gender, environment, food and nutrition security and rural infrastructure. The analysis will highlight existing capacity gaps towards the support of SSLRP;
2. **Development needs at the household and community levels** – Through secondary and primary information, determine the core development needs at the community, bomas, payams and county levels. Identify the key actors supporting the Counties, their interests, their commitments and core activities in the Counties, level of operations, etc. How is food security and nutrition ranked in the priorities of LGs and communities?
3. **Social and economic Infrastructure.** Identify through secondary and primary data sources, existing community infrastructures - their usability and general conditions. Investigate years of construction, maintenance systems and responsibilities, ownerships and whether communities had any contributions towards the identification and implementation of the same. Determine if these infrastructure like storage facilities, roads, etc. are in usable conditions to support SSLRP implementation over the next 6 years. Identify if there are actors in the sector and whether there are plans by LGs or donors to support additional infrastructure in the locations.
4. **Status of food, nutrition security and natural resource base.** Use both secondary and primary data to describe the general environment in the County in regards to development: the status of food and nutrition security in the different governing levels, identifying the categories of HHs that are most affected and the reasons thereof. Identify the key actors working on food and nutrition securities in these areas – how long they have worked are areas of focus, their competitive and comparative advantages, the approaches and methodologies of their work. Status of natural resource base such as type, abundance and diversity of resources,

development challenges, opportunities. The study should advise SSLRP whether these actors may be good partners and in what specific areas.

5. **Formal and informal institutions and their relationships with community groups.** List, evaluate and comment on existing formal and informal structures at the different levels of governance, how and in what specific activities, do they relate with the communities? What type of relationship: collaborating, competing, supporting and in what specific areas. Identify if there are institutions that are working with children, youth and women, their activities and impact, if available. Investigate how they can work with SSLRP in supporting the communities;
6. **Existing CBOs and NGOs.** Through secondary and targeted key informant interviews, identify key groups in the communities, their affiliations, memberships, periods of existence, core activities and the livelihood's activities they are engaged in. Identify the different categories of community groups, their understanding of poverty and how they define the poor and the rich in accordance with local context and understanding? Determine whether there are IDPs, returnees, ex-combatants and all categories of people in the locations; Determine who are considered the most vulnerable by community leaders and why? Child labour (Identify key sectors/ activities that children are predominantly labourers) and how the community perceives working children.
7. Review the conditions and current activities of both the formal and informal organisations and institutions that work with communities, to understand whether they drivers or not of local development and what can be done to enable them do their mandates;

Annex 9: Terms of Reference for Community Facilitators

Introduction

SSLRP is a community driven project. As part of its operational strategy, SSLRP will recruit and train 2 Community Facilitators [CFs] per Payam that it will operate in. CFs will as much as possible be gender balanced or at least 35% of all the CFs will be female. They will provide the lead in facilitation of the communities to come out with their business plans for support. To this end, Community Facilitators [CFs] will be selected by their communities on the basis of the qualifications required for the job. However, the final choice of CFs will be vested in the Implementing Agency, who will be charged with the quality of the Project. To this end, CFs will lead in the provision of knowledge about the Project, what it intends to achieve, and in linking communities to Local Authorities and all experts, who can inform the planning processes and the outcome of the Plans. SSLRP will invest substantially in the training and retraining of CFs, who are expected to be independent moderators of the development process, bring on board experts, local leaders and civil servants during the process of problem identification, opportunity selection and prioritisation and in the development of the Community Development Plans. CFs will also ensure that Sub-project Management Committees for each CDPs are selected and trained before they exit to another activity.

Key qualification and responsibilities of CFs in the Project

To ensure that the communities take ownership of the outcomes of the Project activities, SSLRP plans to work with CFs as the key link between the Implementing Agency, Local Leaders and the local people. Only Payams where SSLRP will be working will participate in the selection of CFs. In order for them to fulfil their roles, the Implementing Agency will be responsible for the final selection and appointment of qualified CFs from the suggested pools that local leaders have provided. This will enable local leaders and communities to associate with the choices made by the IA. The CFs are expected to have strong background in community works, interested in working with the poor in their locations and are best acknowledged by their communities as good listeners rather than outspoken individuals. They should be analytical, able to probe issues raised by communities, and to guide the dialogue with the help of the technical experts. Excellent knowledge of local situations and their communities, fluency in written and spoken local languages and English are required. Teaching professions, social workers or skilled extension workers from all fields, as long as they are not the dominating types, have strong chances of being selected. They should have a strong desire to work with all partners that have interest in working with their communities. Their key function will be:

- **Leading the process** - CFs will set up a series of meetings, some targeting specific categories of the community. They would ensure that all these engagements and processes lead to identification of sub-projects, which are fully quantified and the budgets are validated in public meetings and approved by County Development Committees.
- **Moderator of dialogues** - they broker dialogue between the CBOs/communities on one hand, and on the other hand, the IA, LGs and other actors, ensuring that the intentions and processes, which are guided by a facilitation handbook, are achieved and in good quality. To this end, CFs need to be good people with good personalities.
- **Facilitator of knowledge** - empowers communities with what the Project offers, explaining the guidelines and implications of these to the formation of groups and

selection of activities that can be funded by the Project. Ensures that selection of options and their budgeting are all well informed by policies, technical facts and local context. To this end, the CFs will need to bring on board experts in the different areas of decision making by the communities, covering conflict mitigation, nutrition, climate change, agriculture, etc., to inform the discussion and decision making;

- Support the Implementing Agency, engage Community Leaders and Local Authorities in the area on all matters related to the Project, including the selection of areas of operation, disseminating information on the Project, etc.
- **Empowering the beneficiaries** - Ensure that the beneficiaries and local leaders are knowledgeable about the purpose of the activities and how they can access them. S/he will be apolitical and Project oriented, to ensure that the proposed content of the Project is realised. To this end, the CFs will work closely with the IA and will be supervised by the

Annex 10: Guidelines for Preparation of Annual Work Plan and Budget and Progress Reports

**GUIDELINES
FOR PREPARATION OF ANNUAL WORK PLANS & BUDGETS
AND PROGRESS REPORTS**

Eastern and Southern Africa Division
International Fund for Agricultural Development

April 2005

**GUIDELINES
FOR PREPARATION OF ANNUAL WORK PLANS & BUDGETS
AND PROGRESS REPORTS**

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APPENDIX A. SAMPLE ANNUAL WORK PLAN & BUDGET

APPENDIX B. SAMPLE ANNUAL REPORT

ABBREVIATIONS & ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
AIE	Authority to Incur Expenditure
AWPB	Annual Work Plan and Budget
BEF	Belgian Franc
BSF	Belgian Survival Fund
CI	Cooperating Institution
CKDAP	Central Kenya Dry Area Smallholder and Community Services Project
GOK	Government of the Republic of Kenya
HIV	Human Immune-deficiency Virus
ICB	International Competitive Bidding
IFAD	International Fund for Agricultural Development
KSH	Kenya Shilling
LS	Local Shopping
M&E	Monitoring and Evaluation
MOV	Means of Verification
NGO	Non Governmental Organization
ovi	Objectively Verifiable Indicator
PMU	Project Management Unit
PRA	Participatory Rural Appraisal
PY	Project Year
RIMS	Results and Impact Monitoring System
SDR	Special Drawing Rights
UNOPS	United Nations Office for Project Services
USD	United States Dollars

PREFACE

Projects and programmes assisted by IFAD are the main vehicle for working with member countries towards enabling rural communities and poor people to overcome their poverty. Activity planning, progress monitoring and evaluation of impact are important elements of effective and responsive project/programme management.

The Guidelines for Preparation of Annual Work Plans & Budgets and Progress Reports has been prepared with the aim to enhance programme planning and preparation, as well as progress reporting. The document is meant to provide an initial framework (adjusted according to specific country or programme contexts) for the preparation of Annual Work Plans & Budgets, as well as Progress Reports by programme implementers. It is also intended to serve as a standard guide for IFAD and its Cooperating Institutions, especially the United Nations Office for Project Services, in the exercise of their implementation oversight responsibilities. In effect, the expectation is that the *Guidelines* would save programme implementers and supervisors alike from having to “re-invent” the wheel in search of formats for work planning and progress reporting, while also improving the quality of tangible outputs. It is my hope that you will find the document useful and practical.

Joseph Yayock
Acting Director
Eastern and Southern Africa Division, IFAD

GUIDELINES FOR PREPARATION OF ANNUAL WORK PLANS & BUDGETS AND PROGRESS REPORTS

I. INTRODUCTION

1. This document has been prepared primarily for managers of IFAD-supported projects¹. Managers is used in a broad sense, including Project Coordinators, Monitoring and Evaluation Officers, Financial Controllers, other members of a Project Management Unit² (PMU), and Heads of Departments or Institutions responsible for implementing parts of a project. What people in these positions have in common is managerial responsibility, which includes planning of project activities, control over project resources, monitoring of progress and results, and reporting on all these aspects.

2. The main objective of this document is to assist project managers to carry out two of their most critical duties, which require much attention each year: (a) annual planning and the preparation of an Annual Work Plan and Budget (AWPB); and (b) assessment of implementation performance and the preparation of progress reports.

3. The planning function is critical. During day-to-day implementation, an approved AWPB is the most important document in a project, and the principal guide on what to do and how to use resources. The quality of the annual planning process that leads to an AWPB can greatly influence the quality of implementation and project results. This process should not be a mechanical one that leads to simply doing more of the same activities that were done last year. The appraisal report should not be used as a blueprint, which could lead to simply doing what that document states should be done in a particular year. Instead, what is needed is a creative planning process, which identifies the best way to achieve project objectives and the most efficient way to use project resources from year to year.

4. Performance assessment is equally critical. Project management needs to continuously compare actual implementation progress with what was planned, and actual expenditure with what was budgeted. Progress reports play a central role in this. Implementation in a large project area and by many implementers, means that an elaborate system to collect data is required, which is then compiled in progress reports. These reports should be used by management to identify and solve problems, as well as identify and replicate successes. In addition, progress reports have a strategic management function: they should contain analysis of project performance and changes in the project environment that can then be used during planning for the following year and to modify project approaches and strategies.

5. This document has been prepared to address a felt need among IFAD-supported projects: the need for better and consistent guidance on how to prepare the AWPB and progress reports. The purpose of this document is to provide a common starting point for this, but not to establish a rigid standard, because the different characteristics of different projects and countries, as well as government requirements, call for certain flexibility. The aim is to provide generally acceptable basic standards, that can be expanded on and modified (for example, in accordance with government system) as needed, but that would nevertheless ensure that certain essential information is always included. Two fundamental questions regarding the AWPB and progress reports are addressed: (a) what should be included: the type of information; and (b) how should it be presented: suggestions on the report structure and format.

6. These questions will be addressed in two ways: by providing guidelines and by presenting samples. In Chapter II, the process of preparing an AWPB is discussed. Chapter III deals with AWPB content: what should be included as a minimum. Suggestions on how to present the information are also included. In Chapter IV, the different types of progress reports and their preparation are covered. Chapter V deals with the content and structure of the Annual Report.

¹ "Project" is used to refer to both projects and programmes.

² Almost all projects have some sort of Project Management, Coordination or Facilitation Unit, although their size, composition, and level of autonomy may vary. In this document, they are all referred to as PMU.

7. Guidelines, such as those presented in Chapter III and V, tend to be rather abstract when they suggest what should be done but don't show how it can be done. Therefore, a sample AWPB and a sample Annual Report are presented in Appendix A and Appendix B, using data from the Central Kenya Dry Area Smallholder and Community Services Project (CKDAP). These samples are considered to be in line with basic standards, and can be used as an initial framework for the layout of the AWPB and Annual Report, to be modified and improved to meet the specific characteristics and requirements of a particular project and country. It should be noted that the contents of this document and the samples are not some new invention, but represent current "good practice" based on analysis and discussion of AWPBs and progress reports produced by some 25 projects in the region in recent years.

II. PLANNING

A. Planning Principles

8. Many IFAD-supported projects have several major components and a range of implementing agencies. Activities under each component and by the various implementing agencies should reinforce each other and jointly lead to achieving the objectives of the project. Successful implementation, therefore, will require appropriate strategies and clear annual work plans, which will help to integrate the different activities, and to coordinate the efforts of different implementing agencies. To achieve this, a number of principles should be kept in mind:

- planning is a continuous process that takes place at different levels;
- planning should include a consultative, participatory process involving stakeholders; and
- planning should be objective-oriented, using a Logical Framework Approach.

B. Three Levels of Planning

9. Planning entails more than just preparing an AWPB. Throughout the life of a project, planning should take place at three levels: (a) strategic planning; (b) annual work planning; and (c) short-term activity planning.

10. **Strategic Planning.** An implementation strategy describes the approach that will be followed under the project, including basic principles, typical activities that will be implemented, and milestones that will generally be achieved along the way. For community infrastructure development, for example, basic principles could include: *participatory planning; affordable technologies and low maintenance requirements; community contribution; and community responsibility for operation and maintenance*. Typical activities would include: *regular progress meetings with local project committees and training them*. Milestones would include: *signing an implementation agreement, and formal handing over of completed structures*. A good strategy or logical model is one critical element for a project to succeed (Figure 1).

Figure 1. The need for a good project strategy or logical model (IFAD M&E Guide)

<i>A Successful Project</i>	Good theoretical [logical] model + Good implementation = Leads to project success
<i>Theoretical Failure of a Project</i>	Incorrect theoretical [logical] model + Good implementation = Leads to project failure
<i>Failure in implementation</i>	Good theoretical [logical] model + Failure in implementation = Leads to project failure
<i>Absolute failure</i>	Incorrect/illogical theoretical model + Failure in implementation = Leads to project failure

11. An initial project strategy for each component is normally outlined in the appraisal report. Ideally, project management will increasingly use analysis of the external environment, needs assessment, participatory planning and actual implementation experience to complement the project design. To facilitate this process, a strategic review should take place at least once a year, before planning and budgeting for next year starts. During such a review, actual implementation experience and performance evaluation would be used to decide what works and what does not work, to determine

if the project indeed appears to be heading towards achieving its objectives and whether new directions are needed.

12. Review of the project logic is an important aspect of strategic planning. Do the outputs that the project is producing lead to project outcomes as expected, or is something missing? If necessary, modifications could be made to the project strategy and approaches, which may result in deviation from the appraisal report and modifications to the logical framework.

13. **Annual Planning.** The project design and strategies only provide general guidance. IFAD-supported projects are implemented based on an approved AWPB, and annual planning therefore is the most important planning activity. Annual planning is expected to do four things:

- take local needs and priorities on board;
- review and where needed adjust the project strategy;
- set realistic targets for the year in line with implementation capacity; and
- produce a practical, user-friendly tool, the AWPB, that can direct implementation by multiple implementers and facilitate progress monitoring.

14. The AWPB is more than a guideline. It represents:

- a commitment of project management and implementing agencies to carry out a set of activities, produce specific outputs and achieve certain targets; and
- agreement by government and donors that the planned activities are appropriate in light of the project objectives, and approval to spend the necessary money as specified in the annual budget.

15. Modification of the activities that are described in the original project design can be done if needed, as long as such modifications are in accordance with the project objectives and the loan agreement. Any proposed changes to the original project activities, and amendment of the project strategy and implementation approaches, should be clearly described and justified in the AWPB.

16. **Short-term Activity Planning.** The AWPB will only define project activities that are to be carried out in general terms. It may indicate, for example, that *the primary school in Machele Village will be rehabilitated between March and November 2003*, or that *conservation training for five resource management committees in Sanga District will be carried out during July*. For each of these activities, an overall cost indication will be included. However, the AWPB will not provide details about the number of bags of cement to be bought for school rehabilitation, or how exactly the community will contribute, or who will be contracted as supervisor. Nor will the AWPB indicate which committee members are to be trained, what the venue of the training will be, and what training materials are required. In general, the AWPB does not contain operational details of planned activities.

17. Therefore, work planning does not stop with an annual plan: more is needed to achieve effective project implementation. Each implementing agency should use the approved AWPB as a starting point for detailed activity planning; close supervision and coordination of field activities; and progress review. This would be done during regular planning meetings, typically weekly or monthly, where it is decided exactly what activities need to take place during the coming month, when, where and by whom. Individual work planning should be considered as part of this process, because it allows for realistic planning based on the time a person actually has available for the project.

C. Participatory Planning Process

18. Although it is not strictly part of the annual planning process, needs assessment often takes place during the initial stages of project implementation and will be directly linked to planning. Needs assessment provides information about local social and economic conditions, problems, priorities and possible interventions. These exercises will inform implementing agencies about what is important

under each component for specific geographical areas, and as such will contribute to strategic planning. The findings will also be an important source of information for annual planning.

19. Most projects use some sort of decentralized or bottom-up planning process, starting from the community or beneficiary level, which contributes to the AWPB in varying degrees. This is important, but not easy to do well. The people involved are normally project staff who have had some training in how to facilitate the planning process. Annual planning workshops are commonly used to discuss and harmonize work plans among different implementing agencies.

20. There is scope for improving the quality of these processes. Needs assessment using Participatory Rural Appraisal (PRA), as a way to identify what communities want, should be properly balanced with technical and financial evaluation of proposed problems and solutions. *Dam construction* is a typical first demand by a community in response to *water shortages at the end of a dry season*; but when these shortages are caused by environmental degradation, *micro-catchment rehabilitation* may be more appropriate. There may also be alternative technical solutions that are more cost effective than constructing a dam.

21. PRAs can be time-consuming and costly, also for communities. Care should be taken to avoid excessive repetition of such exercises from year to year. An aspect that requires particular attention is training of facilitators who have the capacity to use participatory methods effectively and make the participatory process a meaningful one.

D. Logical Framework Approach

22. The use of objective-oriented planning or a Logical Framework Approach is not always well integrated in projects. It is common that at the start of annual planning, a project is explained in terms of, for example, having *a certain amount of money to spend in order to distribute a certain number of cattle to farmers* - because that is what the appraisal report says. The discussion then focuses on *who should be given animals and how to select and train the beneficiaries*. In fact, the project is aiming for a certain output, for example: *capacity for land preparation restored to pre-drought levels*. Restocking cattle for animal traction was identified as the means to achieve this output during project design. However, there may be a better solution than distributing cattle to individual farmers, and the discussion during annual planning should focus on how best to achieve that output: *capacity for land preparation restored to pre-drought levels*.

23. Use of a Logical Framework Approach in annual planning can be a good way to avoid a blueprint approach based on an appraisal report. However, in many projects, there is a weak understanding of the project objectives and design among staff and implementing agencies, which leads to mechanical planning, late submission of work plans, and activities that are not clearly linked to objectives. Using the logical framework could improve annual planning, but it is not a very easy tool. Its effective use would require that:

- a limited number of clear, general outputs have been defined under each component or specific objective, and a good output-to-outcome logic has been defined;
- the project logic has been reviewed, understood, revised as needed and accepted by key implementing partners as a good summary of the project design;
- the logical framework is presented in a user-friendly manner, a planning tool that is more easy to use during annual planning than the 4x4 matrix (as shown in Figure 2); and
- project staff have been trained in using a Logical Framework Approach.

24. The most striking feature of a Logical Framework Matrix is its hierarchy of objectives (the first column). Various documents and development agencies use different terminologies, but most commonly used may be the following: an objective is a general term for anything a project tries to achieve, a result is a general term for what is actually achieved. More specific terms for objectives and results at different levels of the Logical Framework are shown in Figure 2.

Figure 2. Logical Framework Matrix and hierarchy of objectives and results

Narrative Summary (hierarchy of objectives)	Objectively Verifiable Indicators	Means of Verification	Assumptions
Trying to contribute to a Goal (overall objective) leads to Impact - a little, or a lot.			
Trying to achieve a Purpose (project development objective) leads to an Outcome .			
Trying to produce an Output leads to Output Delivery - or not.			
Implementing an Activity leads to successful Activity Completion - on time, within budget - or not.			

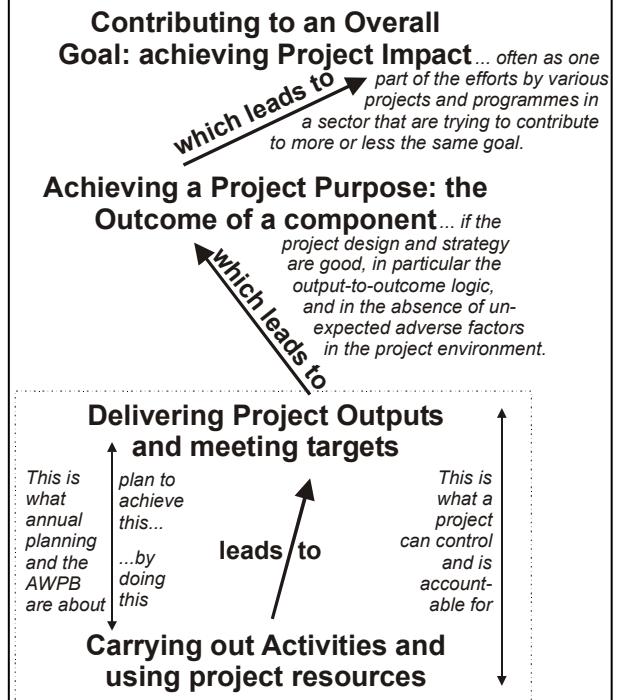
25. Accountability of a project will be primarily at the bottom two levels of the logical framework (Figure 3): to carry out planned activities; deliver the outputs; and use resources efficiently while doing so. The process of preparing the AWPB therefore also concentrates on these two levels of the logical framework, and involves defining: (a) activities to be carried out in order to produce outputs; and (b) resources required to implement activities, including people, facilities, equipment, funds.

26. The hierarchy of objectives provides the link between day-to-day project implementation, for example *conducting a farmer training in fertilizer/manure application under dryland conditions*, and the overall goal of a project, for example *improved food security and nutrition for smallholders in semi-arid areas*.

27. How this works is illustrated below.

- Under an agricultural development component, a project uses funds, equipment and staff (inputs) to *train farmers in fertilizer/manure application under dryland conditions* (activity). This leads to a specific result:
 - *30 farmers in Maji Moto village trained in appropriate fertilizer/manure application under dryland conditions* (after one such training); and
 - *3,560 farmers in the project area trained in appropriate fertilizer/manure application under dryland conditions* (after four years of implementation).
- This particular result at the activity level leads to the project delivering an output: *technical capacity of smallholders to successfully produce dryland crops has increased*. This output may not be due only to the training in appropriate fertilizer/manure application but may also be due to other activities, for example: *introduction of improved varieties of drought tolerant crops*; and *training in soil & water conservation techniques*.
- This particular output, maybe together with another output at the same level (for example: *improved access to farm inputs*), may result in achieving the purpose (objective) of this component and producing an anticipated outcome: *increased crop yields and reduced incidence of crop failure*.

Figure 3. The focus of annual planning



- This Outcome may in turn contribute to achieving an overall goal and achieving impact: *improved food security and nutrition for smallholders in semi-arid areas*.

28. One of the biggest challenges is for projects to plan for delivering outputs: instead of planning for *10 farmer training courses on fertilizer/manure application under dryland conditions in project year 3*, because that is what is stated in an appraisal report, the question is: what is the best way to achieve *increased technical capacity of smallholders to successfully produce dryland crops*? By concentrating on another output, namely *improved access to safe water sources managed by the community*, a certain project changed from *boreholes with handpumps* in the project design to *protected wells with bucket and winch*, because it was concluded during discussions with the community that this was a cheaper yet feasible alternative that allowed more water points to be established, while easier maintenance and fewer problems with availability of spare parts made it a better alternative for community management.

E. Stages in AWPB Preparation

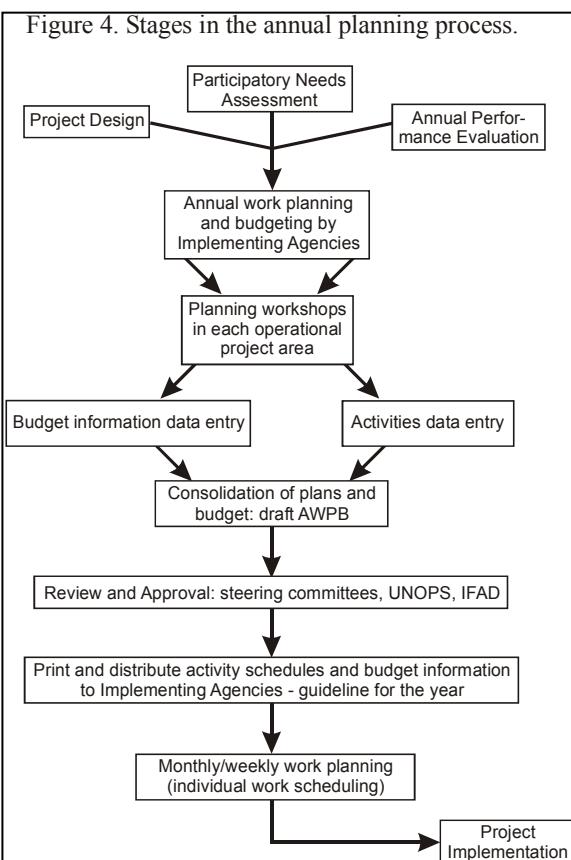
29. The AWPB for the first year of the project will usually be based on the project design and will be prepared by a small team of experienced staff. From project year 2 onwards, the decentralized and participatory planning process should take over (Figure 4). Three important sources of information should be used when implementing agencies prepare their part of an AWPB:

- the project design, which provides the overall framework for project implementation³;
- the findings of needs assessment and participatory planning exercises in the project area; and
- the findings of annual strategic review and performance evaluation⁴.

30. The project design as provided in the appraisal report should not be regarded as a “bible” which could be adjusted/changed only at the time of mid-term review. While the appraisal report is to provide a basis, it is important for project implementers to continue reflecting upon the project environment, as well as implementation experiences, possibly to make adjustments required to operationalise the basic project design and project strategy.

31. **First Stage.** Implementing agencies may first carry out their own planning exercise, define the activities required to produce outputs, and resources required. It is useful to provide implementing agencies with a standard form or forms to assist in activity planning and budgeting at this level.

32. The various implementing agencies should then come together in a local planning workshop to discuss their proposals. This would be the first level where plans are checked in relation to each other, to the project objectives, the design, and the available resources. Synchronization of the activities of different institutions is very important at this stage.



³ The project design and its subsequent adjustments would be referred to in various documents such as: the appraisal report; the logical framework; the Project Implementation Manual; loan and grant agreements, which contain specific conditions that should be met; letter to the borrower; and a mid-term review report.

⁴ Annual performance evaluation can include: review workshops; assessment of changes in the project environment; use of performance questions to evaluate implementation experience and results under each component; analysis of past reports, prepared by implementing agencies, consultants; etc.

33. **Second Stage.** Implementing agencies would then submit their planned activities, together with a summary that explains and justifies the focus for the year, to a central level such as a district or regional office or the PMU. Project management should review the plans and budgets, contact the implementing agencies if there are questions and provide feedback as needed. Usually the data from activity and budget forms that have been submitted would be entered in a computer:

- planned activities are typically entered in tables or in a spreadsheet; and
- budget information is entered in tables, a spreadsheet or separately in an accounting package.

34. During data entry, it is possible to add codes to each activity, which identify the different areas where activities will take place and the institutions that will implement them. Using such codes, activities can then be sorted in different ways, and budget information can be aggregated more easily.

35. **Third Stage.** There is need to consolidate work plans and budget information at a central point – a head office of central ministry or the PMU. While it is possible to do this by sending computer files with planning and budget information for consolidation, it may be useful to use a participatory approach to this process, e.g. organize a stakeholder workshop.

- budget information will be consolidated in the AWPB and will result in budget summary tables; and
- activity schedules will be consolidated in the AWPB and will result in tables with planning information on outputs/activities, including a budget per activity, together with text that summarizes the focus for the year and justifies any proposed deviations from the project design.

36. **Fourth Stage.** The consolidated AWPB is presented to management, one or more steering committees and often the Ministry of Finance for approval. After this, the AWPB will be submitted to the CI (Cooperating Institution) and IFAD for comments and approval. After necessary amendments have been made and approval has been granted at all levels, the AWPB should be printed and distributed. During the year that follows, it becomes the main document that is used constantly by the implementing agencies, as well as by the CI as a basis for supervision.

37. There is often a deadline for submission of budget estimates to government, so that they can be included in the national budget and secure the government contribution to the project. The loan agreement will spell out when a draft consolidated AWPB must be submitted to IFAD and the CI for review and comments. Because annual planning can be an elaborate exercise, it is useful to summarize the different steps and their timing on a planning calendar that is made available to all implementing agencies, to ensure that:

- project requirements will be submitted on time to be included in the national budget;
- the draft AWPB will be submitted to IFAD and the CI on time; and
- all key implementing partners are involved in the planning process.

Figure 5. Example of an annual planning calendar

The project year in this case is from January to December.

Monthly	Work planning for next month - PMU and Implementing Agencies.
May	Strategic review by project management, modification of project strategy as needed.
	Prepare indicative budget for next year.
June	15th Project management reviews/approves budget estimates for next year.
	30th National Steering Committee reviews/approves budget estimates for next year.
July	Implementing Agencies complete detailed activity plans and budgets for next year.
	15th Local planning workshops to share and synchronize work plans.
	31st Implementing Agencies submit drafts work plans and budgets to PMU.
	31st Submit budget estimates for next year to MOF for inclusion in national budget.

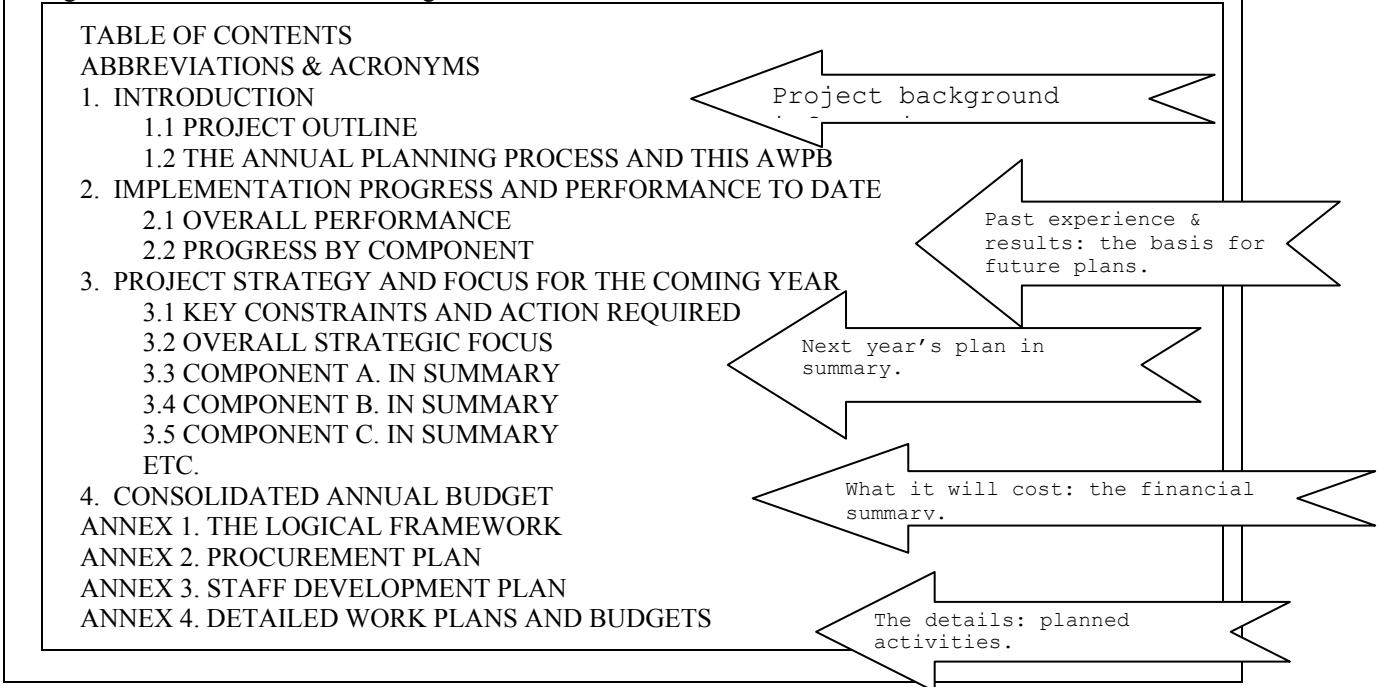
	Local consolidation of plans; data entry of detailed plan and budget information.
August	15th Review/approval by any local management units or steering committees of detailed plans and budgets for next year; submit to PMU.
	30th Consolidation of plan and budget information into draft AWPB at national level, including separate disbursement plans for donors and Government.
September	15th Central management and National Steering Committee review/approve draft consolidated AWPB for next year.
October	1st Submit draft AWPB to IFAD and the CI for comments and no objection.
November	1st The CI and IFAD provide comments; automatic approval if none is provided.
December	15th PMU distributes copies of approved AWPB to Government Ministries, IFAD, co-financiers, the CI, and all Implementing Agencies.

III. THE ANNUAL WORK PLAN AND BUDGET

A. AWPB Outline

38. Following a planning process similar to what was discussed in the previous chapter, bits and pieces of planning information will eventually reach the PMU, where they are combined in one overall AWPB for the project. What should be included in such an AWPB, as a minimum? This question is now addressed using the Table of Contents shown in Figure 6: each of the headings will be briefly discussed.

Figure 6. Annual Work Plan & Budget Outline



39. This Table of Contents is derived from the sample AWPB in Appendix A, and this chapter functions as a commentary on that sample AWPB. It is recommended to look at Appendix A while reading the description for the various elements below, to see what the different sections look like in practice.

THE COVER

40. The cover of an AWPB can function as a basic fact sheet, mentioning among other things:

- the country;
- the official name and acronym of the project;

- the financiers and cooperating institution;
- the version or status of the AWPB (draft, revised draft, approved);
- the year for which the plan is made; and
- the date the document was produced.

41. Once a good cover has been designed, it can be used both for the AWPB and the Annual Report, and the information can simply be updated. Because AWPBs may be used in future for reference and comparison, it is important to clearly mention for what year (e.g. calendar year 2003 or financial year 2003/04) and what project year (e.g. Project Year 3) the AWPB is.

42. Should an Executive Summary be included in the AWPB? This is certainly an option, but it is not a requirement for two reasons: an AWPB is usually not so lengthy and complicated that it needs an Executive Summary; and it is actually quite difficult to write a good Executive Summary, while a poor one does not serve much purpose.

TABLE OF CONTENTS

43. A table of contents should be created: one or two levels of headings are recommended. Most projects provide a table of contents, but some clearly struggle to do so manually, with the obvious danger of getting page numbers and headings wrong. Try to ensure that computer training includes how to automatically create a table of contents using headings. Once that has been set up properly, it can be used every year.

ABBREVIATIONS & ACRONYMS

44. It is annoying for a reader to encounter unknown abbreviations in a text that are not explained. Include a list of acronyms and abbreviations at the beginning of the document to avoid this problem. Keep the use of abbreviations and acronyms to a minimum; they are a type of jargon that can keep the reader from fully understanding a document. As a general indicator, if a name is short or appears in the text three times or less, write it in full. A way to find the abbreviations that are used in the text is to do a spell check: the spell checker will stop at most abbreviations because they are unknown words. Once a list of abbreviations and acronyms has been prepared, it can be used every year in both the AWPB and the Annual Report, and there is only need to ensure that any new abbreviations are included.

1. INTRODUCTION

45. The introduction should be a section that gives essential background information about the project and about the AWPB itself. The purpose is to provide a quick reference for people in government and other stakeholders who do not deal with the project on a daily basis - but it should be brief (1-2 pages). The section could include two sub-sections: (i) Project Outline; and (ii) the AWPB.

1.1 PROJECT OUTLINE

46. This sub-section should give a quick overview of the project, summarizing the main features. For the CKDAP, the project used in the sample AWPB, this section includes (see Appendix A):

- the financiers (government, loan and grant details);
- key project dates (signing of agreements, effectiveness, project completion and closing dates);
- the project area and target group;
- the goal and purposes of the project;
- the titles of the project components and by whom they are implemented;
- the main coordination and management bodies; and
- a short description of each project component (1-2 paragraphs), stating the purpose of the component, the types of interventions, and who is responsible for implementation.

47. The information in this sub-section would be static (unchanging), which means it only needs to be written once, afterwards it can be used in every AWPB maybe with small modifications. It is therefore not advisable to mix the information in this sub-section with other more dynamic (changing) information, such as a summary of implementation progress to date, or budget summaries for the coming year. It is also not useful to make this a long sub-section that describes details of component strategies and implementation methods, that is the function of an appraisal report and a Project Implementation Manual.

1.2 ANNUAL PLANNING AND THIS AWPB

48. This sub-section should briefly describe the process that has led to this AWPB, such as community-based planning that has taken place, consultations with other stakeholders, planning workshops held to discuss and synchronize the plans of various implementing agencies, etc. Avoid describing this process as it is supposed to happen or as it happens on paper. It is much more useful to describe what really happened, and if there are weaknesses in the process, mention them and what should be done to improve the situation next year. This sub-section could also be used to highlight some key considerations that influenced the AWPB, for example: *plans and budgets were reduced because they were considered too ambitious compared to implementation capacity and the performance of previous years*. Finally, something could be said about the structure of the AWPB itself, especially if it has changed since last time: in the sample in Appendix A, it is mentioned that *the CKDAP changed from having separate planning documents for each district to having one consolidated document*.

2. IMPLEMENTATION PROGRESS AND PERFORMANCE TO DATE

49. This section of about 2-4 pages should present information on the project's current status, progress with implementation to date, problems experienced, lessons learned and changes in the external environment. This information helps to set the stage for next year's plan. Since this section looks at the past, the information can to a large extent be copied from last year's Annual Report, and then updated based on experience of the current year. Make sure to summarize, otherwise the AWPB becomes a repeat of the latest Annual Report with endless pages of progress review. This section would summarize at least the overall performance of the project and progress by component.

2.1 OVERALL PERFORMANCE

50. In most projects, there are typical stages in implementation. First, it is common to find that at least during the first year, most effort goes into procurement, setting up offices, recruiting staff, signing cooperation agreements, etc. Second, during the first few years project activities may take place on a pilot basis, to be increased over time based on experience and performance. Third, the project area may grow over time, starting with a few sites or districts and expanding as capacity is put in place and experience is gained. It is also common that certain components take off well while others struggle; that progress in parts of the project area is slow but much better in others; and that the implementation capacity of implementing institution varies.

51. General trends as described above would be mentioned in this sub-section, and the stage that the project has reached in general terms. The overall performance from a financial point of view could be illustrated with expenditure to date: this information can be based on last year's Annual Report and updated with data for the current year. Variations in performance between components, parts of the project area and implementing institutions, and the reasons why these variations exist, is important because it helps planning to become more realistic and in line with existing capacities.

2.2 PROGRESS BY COMPONENT

52. This sub-section would describe what types of activities have been implemented over the past years, what specific outputs have been produced, what interventions have been successful and why, where implementation progress has been good and where it has been problematic. Presenting this

information by component would provide a basis for setting priorities for the next year - which after all is a key function of annual planning. Where does his information come from? The facts and figures should be available from a functional M&E system, and analysis of implementation performance should be available in implementing agency reports and from (annual) review workshops.

3. PROJECT STRATEGY AND FOCUS FOR THE COMING YEAR

53. An AWPB needs to explain in text what is expected to happen during the next year. This section should describe the annual planning process that took place, summarize critical constraints that have been identified and that need to be addressed, and describe the main focus for the year, new strategic directions, and the scope of activities for each project component. It would typically be 4-8 pages in size. This key narrative section should find a balance between simply listing proposed activities without sufficient explanation and justification, and too complicated presentation with excessive detail, in which case the AWPB would almost become another appraisal report.

3.1 KEY CONSTRAINTS AND ACTION REQUIRED

54. Planning and project implementation are expected to get better over the years. This can be achieved because experience is gained and staff capacity is developed. It can also be achieved by clearly identifying bottlenecks and constraints, and making a focused effort to resolve these. The purpose of this sub-section in the AWPB is to list the constraints that will need particular attention during the coming year; to identify what should be done to resolve these constraints; and to indicate who should be involved in problem solving. A simple table as shown below may be a good way to present this in the AWPB. Of course, the “actions required” in this table should be translated into project activities in the detailed activity and budget tables of various implementers.

Figure 7. Constraints that will require attention in the coming year

Constraint	Solution / action required	Responsible person/institution
.....
.....
.....

3.2 STRATEGIC FOCUS

55. Any changes in the logical framework, and the general focus and direction of project implementation, would be described and justified in this sub-section. This could include aspects such as proposed expansion of the project area; changes in the management structure or implementation responsibilities; launching a general capacity building campaign; and an indication whether the focus is on consolidation and replication of interventions of previous years or the opposite, on venturing into new research and pilot activities.

3.3 COMPONENT A

56. This sub-section would describe, in text, the essence of component A for the coming year: the general focus; types of activities to be implemented and specific outputs to be produced; whether there is any particular geographical focus; and whether new implementing institutions or a different division of responsibilities among implementing institutions will be put in place. Where necessary, reference would be made to the planning and budget tables in Annex 4 (see the sample AWPB), where details can be found for each specific activity.

3.4 COMPONENT B

3.5 COMPONENT C

ETC.

4. CONSOLIDATED ANNUAL BUDGET

57. This section with budget summary tables should present a clear overview of the financial picture for the coming year: where and on what will money be spent? As a minimum, budget summary tables should present three budget summaries:

- consolidated budget by component (Figure 8);
- consolidated budget by category (Figure 9); and
- consolidated budget by financier (Figure 10).

Figure 8. The annual budget broken down by component and cost centre

Cost Center Component	1.....	2.....	3.....	4.....	5.....	6.....	Total	Proportion
A.	USD%						
B.	USD%						
C.	USD	USD ...	USD%
D.	USD%
E.	USD	USD ...	USD%
F.	USD%						
Total	USD ...	100%						
Proportion (%)	...%	...%	...%	...%	...%	...%	100%	

See Appendix A for a complete table with data.

Figure 9. The annual budget broken down by category and cost centre

Cost Center Category	1.....	2.....	3.....	4.....	5.....	6.....	Total	Proportion
I.	USD%						
II.	USD%						
III.	USD%
IV.	USD	USD ...	USD%
V.	USD%						
VI.	USD%						
Total	USD ...	100%						
Proportion	...%	...%	...%	...%	...%	...%	100%	

See Appendix A for a complete table with data.

Figure 10. The annual budget broken down by category source of funds

Category	Financier	IFAD	BSF	GOK	Total
I.	USD ...	USD ...	USD ...	USD ...	USD ...
II.	USD ...
III.	USD ...	USD ...
IV.	USD ...	USD ...
V.	USD ...	USD ...	USD ...	USD ...	USD ...
VI.	USD ...	USD ...	USD ...	USD ...	USD ...
Total	USD ...	USD ...	USD ...	USD ...	USD ...
Proportion	...%	...%	...%	...%	100%

See Appendix A for a complete table with data.

58. Cost centres can be geographical areas where the project is implemented (e.g. districts), or institutions, or both. Notice that for each component, category and cost centre, the budget amount as the proportion of the total annual budget is included. This makes it easy to compare how money will be divided between different areas, institutions, components and categories. The tables should be accompanied by brief comments, to explain anything that might raise questions in the tables, for example why a certain district will receive much less money or why a certain component takes such a high proportion of the overall budget.

59. Other budget summaries that address local requirements, for example using government budget codes, can be added. Make sure to present the budget summary information clearly and in tables, instead of in the text or scattered across different sections of the document. Consistency is essential, both within a summary table (do the numbers add up?) and between tables (are the totals the same in different tables?). Try to limit the number of budget breakdowns: once your project has a spreadsheet or accounting software up and running, it can be easy and tempting to produce a large number of budget summary tables, but this does not necessarily add value or clarity and should be done with caution.

ANNEX 1. THE LOGICAL FRAMEWORK

60. When the Logical Framework Approach is used during annual planning, it can be useful to include the logical framework matrix in the AWPB. This matrix may be a different version from the one in the project design or from last year, in which case the changes that have been made should be pointed out. In the case of CKDAP in the sample AWPB, a new tool has been introduced based on the logical framework to facilitate annual planning, and this planning tool is therefore included in the sample AWPB in Appendix A. Alternatively, the traditional 4x4 matrix can be included here.

ANNEX 2. PROCUREMENT PLAN

61. Procurement of goods and services is a critical management area that needs special attention, in order to ensure that project funds are spent wisely, and that the goods and services obtained under the project are in line with needs and of good quality. For these reasons, proposed procurement should be summarized in a table that lists all the facilities, equipment, technical assistance and other services that are to be contracted. Minimum information on each item should include a description with quantities, the procurement method, when the goods or services are expected to be delivered, and the estimated cost. Contract management is an important task throughout the year that follows from the procurement plan. A possible format to present the items to be procured is shown in Figure 11.

Figure 11. Sample procurement plan

No	Description of items/services	Quantity	Procurement method	Expected delivery / completion date	Budget estimate
1	Item A. of ... specifications	950	ICB	15/09/2003	KES ...
2	Service B. of ... specifications	5	LS	01/04/2004	USD ...
	Etc.				

ANNEX 3. STAFF DEVELOPMENT PLAN

62. Another area that requires special attention is staff capacity development. The success or failure of a project greatly depends on the knowledge, skills and commitment of staff involved in implementation. Staff capacity development involves defining the staff who should be involved in project implementation in the first place (numbers, qualifications and experience); and in addition, defining who should be trained, in what they should be trained, and how training should be carried out - which can range from on-the-job coaching at a construction site to Master's studies overseas. This Annex should show the key areas where staff development will be focused, by listing the proposed capacity building activities for the year.

Figure 12. Sample staff development plan

Comp	Name of person or description of persons	Description of training/activity	Proposed institution/trainer	Budget estimate
A	Individual A.	To be trained in X & Y	At ... institute	KSH ...
B	Group B. consisting of ...	To be trained in Z.	On the job training by ... trainer	KSH ...
	Etc.			

ANNEX 4. DETAILED OUTPUT/ACTIVITY PLANS AND BUDGETS

63. In addition to the main text, which summarizes what is expected to happen during the next year, the AWPB should contain tables with detailed activity schedules (timing and responsibilities) and budget information (resource requirements). Most projects prepare such tables, although the format can vary considerably. As a minimum, the data in these tables should include (Figure 13):

- a description of the activity;
- an indication where exactly it will take place;
- an indication when it will take place;
- quantitative information: a unit (e.g. training course) and how many (5); and
- budget information for the activity, including unit cost, total cost and cost classification (e.g. category).

Figure 13. Sample output/activity planning and budgeting table

Component: Primary Health Care

Output: improved access to good quality preventive and curative health services.

Dis-trict	Planned activity & location	When				Unit	Quantity	Unit Cost	Total Budget	Cat	Item	Who is Responsible / Comments
		Q1	Q2	Q3	Q4							
Nya	Construct a 100m ³ masonry water tank at Kiriogo Dispensary.	x	x			tank	1	466,030	466,030	1	400	DMOH. To start after rainy season
Nya	Purchase and distribute growth monitoring kits to CHWs in Kiriita Location			x		kit	30	5,600	168,000	2	220	DMOH. Weighing scale, tape measure, records
Nya	Non-residential training for CHWs of Leshau location on management of health issues		x			course	1	175,000	175,000	3	068	PHC Officer. 5 day training for 50 CHWs

Note: budget information includes Category (Cat), applicable to any project, and Cost Item (Item), budget codes specific for Kenya.

<i>Alternative: separate activity and location</i>	
Planned activity	Where
Construct a 100m ³ masonry water tank.	Kiriogo Dispensary
Purchase and distribute growth monitoring kits to CHWs.	Shauri Sub-Location, Kiriita Location
Non-residential training for CHWs on management of health issues.	Leshau Location

When												
j	a	s	o	n	d	j	f	m	a	m	j	
				x	x	x	x					
						x		x				
				x	x							

Who Responsible	Comments
DMOH	to start after rainy season
DMOH	weighing scale, tape measure, records
PHC Implementing Officer	5 day training for 50 CHWs

64. Some choices to consider regarding the format of these tables:

- activity and location can be combined in one column; however, it is worth considering having separate columns to put more emphasis on where exactly activities take place, which can help with monitoring and physical auditing if that is necessary;
- timing can be indicated by quarter, which is recommended because attempts to do more precise planning have not added much value in most cases; but it is also be possible to plan by month; and
- budget information should include the Expenditure Category, which is relevant for any IFAD project; but other codes can be added, for example Item, which are Kenyan Government budget codes specific for the CKDAP.

65. The way that planning data is structured in the tables can vary, activities are often presented by area (e.g. districts) and by component within each area. In the CKDAP, planning data is structured by

component, and by cost centre (district or institution) within each component. This is a choice each project has to make. In either case, it is important that objective-oriented planning using the logical framework is used, which means that activities are planned in order to achieve a certain output; regardless of whether that output is presented under a component or under a cost centre.

66. Some projects integrate planning and budget information in one table, while others use separate tables: both have certain advantages. When using separate tables, activity tables (Figure 14) would focus on what activities takes place where, when, and by whom; and budget tables (Figure 15) would focus on quantities and costs. The advantage of having separate tables is that they make it easy to include more detailed budget information. However, this can become complicated, because it requires a fairly rigorous numbering or coding system that clearly links budget items in budget tables to activities in activity tables, while the information also quickly becomes too detailed for an AWPB.

Figure 14. AWPB with separate activity and budget tables: activities

Dis-trict	Planned activity	Location	When				Who Responsible	Comments
			Q1	Q2	Q3	Q4		
Nya	Purchase and distribute growth monitoring kits to CHWs	Shauri Sub-Location, Kiriita Location			x		DMOH	weighing scale, tape measure, records

Figure 15. AWPB with separate activity and budget tables: budget

Dis-trict	Planned activity budget items	Unit	Quantity	Unit Cost	Total Budget	Cat	Item	Comments
Nya	Growth monitoring kits for Kiriita Location: weighing scales	each	30	750	22,500	2	220	<i>This is too much detail for an AWPB – but the data must be available for reference purposes.</i>
Nya	Growth monitoring kits for Kiriita Location: tape measure	each	30	350	10,500	2	220	
Nya	Growth monitoring kits for Kiriita Location: record sets	set	30	750	22,500	2	220	a set is one box file, three record books, one pen and pencil

67. The level of detail that is contained in the AWPB deserves special attention. Finding the correct level of detail in describing activities is a difficult balancing act. Too much detail can be unrealistic, removes flexibility and makes work plans unwieldy. On the other hand, too much aggregation results in an AWPB that does not present planned activities, but only shows summarized budget lines. What is the best way to go about this? The AWPB should contain enough detail so that it can be used by implementing agencies for short-term work scheduling. In principle, one row in planning and budgeting tables should represent a single activity, with information on what, when, where, and a total budget for the activity. Excessive budget detail should be avoided. Several similar small activities can be grouped together in one item. Major activities and large investment should be split in components or stages.

68. Some examples of activities that would be listed as single items are: construction of infrastructure (e.g. *a borehole, a school block*); a study or survey (e.g. *a mini survey on the impact of community-based health services*); a training course, workshop, study tour (e.g. *annual review workshop in district X*); environmental rehabilitation (e.g. *reclaiming a gully; terracing an area*); etc. Budgeting would be in the form of one amount for such an activity, e.g. *a three-day annual review workshop for 35 people at a cost of KSH 217,500*, without going into details such as how much of that amount is for travel, accommodation, materials, meeting room, and a facilitator. Of course, these details are worked out when the actual budgeting is done, and the information should be kept by the responsible institution for reference, but for an AWPB it would be too detailed.

69. Some examples of several smaller activities that would be grouped together as single items are: small infrastructure works (e.g. *ten demonstration VIP latrines in Thirigutu Sub-Location*); small training activities (e.g. *five Sub-location training courses in Tebere Location for community councillors on HIV/AIDS & VCT*); trials and demonstrations (e.g. *20 maize and small grain variety trials in Nyeri District*); distribution of inputs or demonstration materials (e.g. *distribution of 50 rabbits in Kiora Sub-location for stock improvement*); or loan disbursement under a credit line (e.g. *15 loans for small traders in Ndivai Sub-location*).

70. Large activities or investments would be split into several items in the AWPB. One example is investment in large infrastructure, such as irrigation schemes, which could be split into elements: *survey and design; headworks; pipeline; major canal; in-field system; supervision* could each be a separate line item. Another example is large procurement, for example medical equipment for a district hospital, which could be split into single items or sub-sets: *laboratory equipment; maternity wing equipment; recovery room equipment; offices equipment*. A third example could be a large and costly training programme, for 40 senior medical officers in the project area, for which the *classroom stage, the subsequent field work, and the international workshop* could be listed as separate items.

71. In addition to specific activities carried out to produce a project output, there are always more general budget items that are not directly linked to a project output. Typical items are utilities such as telephone and electricity bills, general office stationary expenses, procurement of a vehicle for an institution at national level, training for an M&E Officer, or meetings of a national steering committee. These could be presented in separate tables, again by component and cost centre.

72. Many projects face problems with implementing agencies that do not adhere to formats when they submit their work plans, which results in either a major editing task at central level, or an AWPB with different sections that are not consistent in their presentation and therefore more difficult to consolidate and monitor. Mandatory use of standard paper forms and simple templates that cannot be changed, for example in Excel, are a relatively easy way to address this issue.

B. AWPB Basic Standards

73. In this chapter and in the sample AWPB in Appendix A, many details have been discussed regarding the content and structure of an AWPB, which are intended as suggestions to be considered. Each project should decide how to present the information in the AWPB, and whether to add additional information. A key choice is how to structure the AWPB: information is often presented by component, and this is what has been done in the sample AWPB in Appendix A, where activities are organized by component, and by district under each component. Alternatively, information could be presented by geographical area, or by institution, and broken down by component under each of those. Whatever the choice, it should be used consistently from year to year to facilitate comparison.

74. While there is considerable flexibility, each project should seek to produce an AWPB that includes the following basic points:

- a comprehensive cover page, table of contents and list of abbreviations and acronyms;
- a project outline section that presents essential background information on the project;
- a section that summarizes implementation progress and performance to date;
- a core section that describes the project strategy and focus for the coming year, and that says something about:
 - the process that has led to the AWPB;
 - key constraints to be addressed and proposed actions;
 - overall strategic focus for the whole project during the coming year;
 - more specific description of the project focus, by component, or by geographical area, or by institution;
- a section with consolidated annual budget tables, which present financial data at least by:
 - component and cost centre;
 - category and cost centre;

- category and source of funds;
- a procurement plan, listing all proposed procurement for the year in table format;
- a staff development plan, listing proposed staff capacity building activities in table format; and
- detailed output/activity tables, with planned activities and their costs listed as line items, organized by component, geographical area, or institution.

IV. REPORTING

A. Reporting Principles

75. Progress reports are a formal requirement: the Loan and Financing Agreements dictate these requirements, and half-yearly and annual reports are usually to be submitted to IFAD and the CI. Sufficient information must be made available about what money is spent on, how much is spent on what, and what the results are.

76. The main functions of progress reports include:

- review current progress compared to planned activities, and expenditure compared to budget;
- provide overall status information on the project since it started, in terms of physical progress and total expenditure;
- identify problems during the reporting period and steps to solve these problems;
- analyse strengths and weaknesses, opportunities and threats;
- discuss quantitative and qualitative progress made in achieving overall objectives; and
- provide strategic direction for the next planning cycle.

77. The primary importance of preparing progress reports is that it forces implementing agencies and project management to record data, review progress, reflect on outputs, evaluate performance, discover weaknesses that can be improved and successes that can be expanded on. It is this process of reflection and analysis that matters, hopefully leading to better plans and implementation in the future. The actual progress reports are simply the end product.

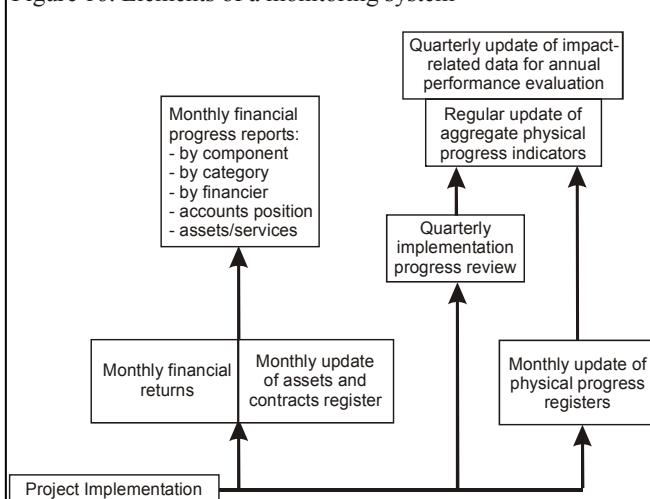
78. The AWPB is the basis for implementation during the year. Logically, one of the pillars for reporting is progress monitoring based on the AWPB: actual activities compared to planned activities, actual expenditure compared to budget. This needs to be done in a structured manner, and there are several challenges related to this activity:

- ensuring that it is actually done regularly by different implementing agencies at different levels;
- ensuring that formats used are consistent, so that comparison and consolidation of data is easier; and
- convincing implementers that the activity is an important management tool and part of the learning system of the project, instead of an obligation to satisfy the demands of superiors.

79. The function of project management is to give direction (consistent formats), create capacity (training in report writing), follow up on late submission of reports (create demand), use reports to identify areas where intervention is needed and provide feedback (justify the effort). Solutions and feedback as a result of reports is the best way to convince people that monitoring and reporting is worth the effort.

80. A functional monitoring system will have to provide the data that is needed to prepare progress reports. The details of a monitoring

Figure 16. Elements of a monitoring system



system are beyond the scope of this document, but any such system would have to include:

- standard formats for submission of financial returns on at least a monthly basis;
- a spreadsheet, database or accounting software to enter data and produce financial summary information (tables, graphs);
- standard forms, based on the AWPB, to record implementation progress and expenditure for each planned activity on a quarterly basis, and standard computer-based formats or templates to enter such data in a consistent manner, to facilitate consolidation;
- standard forms to record project results, in terms of activities completed and specific outputs produced, which will be the basis for physical progress summary information, and standard computer-based formats or templates to enter that data in a consistent manner; and
- standard forms and computer-based formats or templates to enter data on project resources, in particular registers of assets and contracts.

81. The first formal external project evaluation is usually a Mid-Term Review, which may or may not include a quantitative assessment; often, the first quantitative impact assessment is towards the end of the implementation period. It is risky to wait that long to evaluate whether a project is heading in the right direction, and there is need to regularly and systematically collect impact-related information earlier on. Based on the findings, conclusions should be drawn during Annual Performance Evaluation about the extent to which the project is moving in the right direction, and whether there is need to modify any project strategies.

82. First, annual performance evaluation should look at implementation results of the past year: the actual activities that took place compared to what was planned; the actual outputs that were produced compared to targets; and the actual expenditure compared to the budget. Conclusions will be drawn about implementation progress, capacity, and efficiency in terms of the use of project resources. Second, annual performance evaluation should assess the results or outcomes of components. Important aspects to be considered can include:

- the condition and use of resources and facilities established under the project (e.g. water points, markets, irrigation facilities, roads, schools);
- capacity, attitudes and performance of actors (e.g. village health committees, producer associations, local resource management committees, savings groups, traders);
- the adoption of methods (e.g. sustainable resource management, improved sanitation, new fertilizer/manure application methods, savings culture); and
- the opinion of the target group about improvements in the local situation and quality of services they receive (e.g. market access, price information, training and demonstrations, community-based health services).

B. IFAD's Results Management System

83. While the primary users of the information on implementation progress are project management and other local stakeholders, there is also a need for M&E systems and reports to satisfy minimum requirements by IFAD. Following the call by the Governing Council in February 2003 for the Fund to "establish a comprehensive system for measuring and reporting on the results and impact of IFAD-supported country programmes", the Executive Board of IFAD in December 2003 approved the "Framework for Results and Impact Management" now referred to as the Results and Impact Management System (RIMS)⁵. In accordance with this decision, IFAD is required to report to the Executive Board April sessions on the results and impact of the portfolio based on a number of standardized indicators in an aggregated manner.

84. This does not mean that all projects will be required to report on all RIMS indicators. However, each project will be expected to report on RIMS indicators of direct relevance to the project, and on a

⁵ The document is available at IFAD's website: <http://www.ifad.org/gbdocs/eb/80/e/EB-2003-80-R-6-REV-1.pdf>

number of mandatory indicators: two ‘anchor’ impact indicators⁶ (number of households with improvement in a household assets ownership index, and reduction in the prevalence of child malnutrition); the number of households that have improved food security; and the number of persons receiving project services.

85. What are the main practical implications of this new system for projects? The relevant RIMS indicators to be included in a project’s M&E system need to be identified and agreed upon with IFAD. Again, this does not mean that monitoring and reporting systems will only focus on RIMS indicators, these would be additional to what already exists. Data and information on the agreed RIMS indicators that are relevant to the project will be reported preferably within the context of regular progress reports. For ease of reference and aggregation at IFAD, the data on RIMS indicators should be clearly distinguishable from other indicators used by the project, and should be presented in a standard tabulated format in progress reports. The table that summarizes physical progress in the annual report in this guideline follows the format that is proposed at this stage. The data reported under RIMS will then be consolidated at IFAD level. Since the system is still under development, more details will be forthcoming separately.

C. Types of Progress Reports

86. Progress reports are the most tangible result of monitoring. Usually, a distinction is made between quarterly, half-yearly and annual reports. Monthly reports are not strongly recommended, although specific implementing agencies may use monthly reports as part of their internal management systems. For an IFAD project, however, a month is generally too short to record significant change and prepare a consolidated report.

87. The function of quarterly and half-yearly reports is similar. It is recommended to see quarterly progress reports as internal reports of the project. These reports should concentrate on detailed review of actual achievements compared to planned activities and actual expenditure compared to budgets, and they would primarily consist of a collection of progress review forms that have been submitted by various implementing agencies (Figure 17). The PMU would add a brief analysis of implementation progress (1-2 pages), to highlight main achievements, to identify problems such as delays or over-expenditure, and the factors that cause such deviation. The result should be immediate intervention and problem-solving by management.

Figure 17. Outline for quarterly and half-yearly reports

1. MAIN ACHIEVEMENTS AND IMPLEMENTATION PROBLEMS (1-2 pages)																																																															
2. MANAGEMENT RESPONSE AND PROPOSED ACTIONS (½-1 page)																																																															
3. DETAILED AWPB-BASED PROGRESS REVIEW																																																															
Component: ...																																																															
Output: ...																																																															
<table border="1"> <thead> <tr> <th>Planned activity & location</th> <th>Unit</th> <th>Quan- tity</th> <th>Budget</th> <th>Cat</th> <th>Item</th> <th>Achievements & comments</th> <th>Project expenditure</th> <th>Beneficiary contribution</th> </tr> </thead> <tbody> <tr> <td>....</td> <td>...</td> <td>...</td> <td>KSH ...</td> <td>...</td> <td>...</td> <td>.....</td> <td>KSH ...</td> <td>KSH ...</td> </tr> <tr> <td>....</td> <td>...</td> <td>...</td> <td>KSH ...</td> <td>...</td> <td>...</td> <td>.....</td> <td>KSH ...</td> <td>KSH ...</td> </tr> <tr> <td></td> <td></td> <td></td> <td>KSH</td> <td></td> <td></td> <td></td> <td>KSH</td> <td>KSH ...</td> </tr> <tr> <td colspan="6"><i>This is from the AWPB.</i></td><td colspan="3"><i>This is progress information.</i></td></tr> <tr> <td>etc.</td> <td>...</td> <td>...</td> <td>KSH ...</td> <td>...</td> <td>...</td> <td>.....</td> <td>.....</td> <td>.....</td> </tr> <tr> <td colspan="9"><i>This format is discussed in more detail under the Annual Report</i></td></tr> </tbody> </table>	Planned activity & location	Unit	Quan- tity	Budget	Cat	Item	Achievements & comments	Project expenditure	Beneficiary contribution	KSH	KSH ...	KSH	KSH	KSH ...	KSH ...				KSH				KSH	KSH ...	<i>This is from the AWPB.</i>						<i>This is progress information.</i>			etc.	KSH	<i>This format is discussed in more detail under the Annual Report</i>								
Planned activity & location	Unit	Quan- tity	Budget	Cat	Item	Achievements & comments	Project expenditure	Beneficiary contribution																																																							
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etc.	KSH																																																							
<i>This format is discussed in more detail under the Annual Report</i>																																																															

⁶ For ongoing projects that carried out baseline surveys prior to approval of RIMS framework, Mid-Term Review will identify the RIMS impact indicators for which baseline data already exists. A suggested standard methodology for benchmark and impact surveys is being developed and is expected to be available by September 2005.

88. Half-yearly reports would normally be submitted to the CI and IFAD, but they would still have a similar function. Because of their short-term nature and internal management function, presentation and eloquent writing are not first priorities for these reports: a comprehensive, tabulated review of planned activities and their cost is sufficient. Again, a few pages with analytical observations should be added, listing key achievements, major deviations, implementation issues, resource constraints, and solutions.

89. The nature of annual reports is different. At least once per year stocktaking is necessary, in terms of where the project comes from and where it is going. In addition to a simple review of implementation progress, this requires analysis by project management. A full picture of project resources, achievements of the past year and since the beginning of the project, as well as annual and cumulative expenditure needs to be presented. Analysis is required of successful approaches and outputs, failures and constraints, performance of implementing partners, and whether progress is being made towards achieving objectives. Such analysis should lead to conclusions about the effectiveness of project strategies, the need for modification of the logical framework, and planning for the following year. Because of the importance of annual reports, their content and structure is discussed in detail in the next chapter, and a sample Annual Report is presented in Appendix B.

90. There are various specific financial reporting requirements, which can vary by project. These are described in the loan or financing agreement, and it is important to check those requirements and plan for them, so that the necessary data is available when needed. To illustrate, the following are requirements taken from the loan agreement of a certain project:

- financial statements of the operations, resources and expenditures related to the project, should be delivered to IFAD and the CI within three months of the end of each fiscal year;
- a certified copy of a long form audit report in accordance with international accounting standards will be delivered to IFAD and the CI within six months after the end of any fiscal year;
- statements of expenditure, based on which withdrawals from the loan account may be made, will be retained by the project and kept for inspection by representatives of IFAD and the CI; and
- activities *financed by the donor who is co-financing the project will be separately covered in financial reports.*

91. In addition to the above, a variety of special reports may be prepared under the project:

- reports on the findings of needs assessment, diagnostic studies, other studies and surveys;
- analytical reports by implementing agencies;
- completion reports for construction of infrastructure, including certification of completion;
- Environmental Impact Assessment reports;
- reports by contracted service providers (consultants, NGOs, etc.);
- evaluation reports (baseline survey report, case studies, impact assessment reports); and
- staff appraisal reports, related to the performance of project staff and implementing agencies.

92. All reports must be properly stored for future reference: there is as much scope for improving filing systems in most projects as there is scope for improving reporting. This is another important M&E responsibility. It is advisable to include the various dates by which reports are to be submitted in a monitoring & reporting calendar, similar to the planning calendar presented in chapter 2.

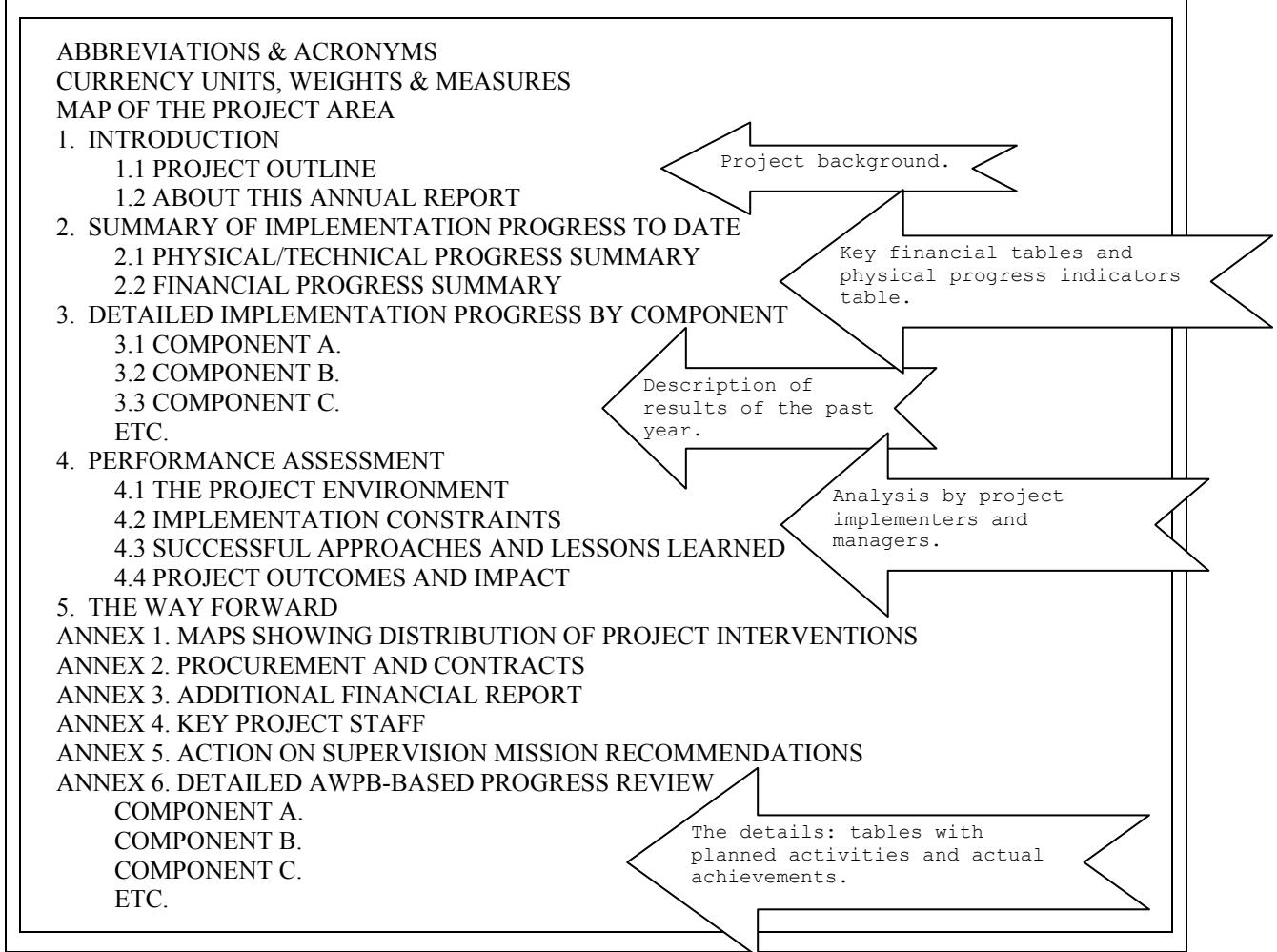
V. THE ANNUAL REPORT

A. Annual Report Outline

93. Hopefully based on a functional M&E system, different types of data will be collected throughout the year and will be combined, together with progress reports that are submitted by various implementing agencies, into the Annual Report. What should be included in such an Annual Report, as

a minimum, and how can the information be structured? This question is now addressed using the Table of Contents shown in Figure 18. This Table of Contents has been derived from the sample Annual Report presented in Appendix B, and each of the headings will be briefly discussed. Please refer to the sample Annual Report to see what the different sections look like in practice, while reading the description for the various elements below.

Figure 18. Outline for annual reports



ABBREVIATIONS & ACRONYMS

94. The same comments as those made under the AWPB apply here. A good list of abbreviations and acronyms only needs to be prepared once, and can then be used in all the AWPBs and Annual Reports. There will only be need for annual updates, if any new abbreviations are included. It is good practice to also list the currency units (KSH, SDR, USD), weights (pound, ton, bag... of how many kg?) and other measures (acre, hectare), and in particular any measures that would not be widely known (*ndebe*, bale... of how many kg?). Exchange rates are especially important because they fluctuate over time, and affect variables such as budget-expenditure comparisons and balances of project funds. For example, at year-end rates, a modest devaluation of 7% will mean that a 70% expenditure-to-budget ratio in Kenya Shilling terms is equal to a 65% expenditure-to-budget ratio in USD terms.

MAP OF THE PROJECT AREA

95. A general map of the project area is useful as a reminder for those who are not involved in the project on a daily basis. There are ways to make the map extra useful though. In particular, indicating how the project area has expanded over time would be valuable. This can be done by using different colours or shading for those parts of the project where activities have been going on since the

beginning; where activities started in PY2; where activities started in PY3; etc. The CKDAP has done this on its map in Appendix B.

1. INTRODUCTION

96. An Executive Summary may be included but is not a requirement, because an Annual Report should not be so lengthy and complicated that it needs an Executive Summary. Moreover, section 2 largely functions as an Executive Summary. The introduction should include some background information about the project and about the Annual Report, mainly as a reminder for people in government or outsiders who do not deal with the project on a daily basis. The section would include at least two sub-sections: Project Outline; and About this Annual Report.

1.1 PROJECT OUTLINE

97. This sub-section would be the same as the one in the AWPB, except maybe for minor changes that are necessitated by what has happened during the past year - but those would be minimal, and the information in this section will not change much from year to year.

1.2 ABOUT THIS ANNUAL REPORT

98. This sub-section could describe on what information this Annual Report is based, which could include mentioning specific progress reports that have been received from implementing agencies, consultants' reports, studies, important elements of the M&E system such as registers of assets and contracts, etc. It could also be useful to indicate how the report has been prepared. The basic facts and figures are often verified and consolidated by an M&E Officer, who may write much of the Annual Report. However, other people may be involved especially in writing analytical sections, and the findings may have been arrived at during one or more review workshops, or through specific impact studies. Similar to the AWPB, this sub-section could also be used to say something about the structure of the Annual Report itself, especially if it has changed since last time.

2. SUMMARY OF IMPLEMENTATION PROGRESS TO DATE

99. To some extent, this section functions as an Executive Summary, because it presents the financial and physical progress of the project on a few pages, mostly in tabulated form. The section should capture implementation progress not only for the particular year covered by the report but cumulative progress. It would also be important and useful to include combined/integrated analysis of financial and physical aspects: i.e. the budget and expenditure against physical targets and achievements (e.g. 80% of the budget has been spent on achieving 20% of physical progress targets).

2.1 PHYSICAL/TECHNICAL PROGRESS SUMMARY

100. The information in this sub-section will be based on detailed monitoring data that is collected from the field and which may be submitted by various implementing agencies. This data will have to be interpreted and summarized by an M&E Officer or PMU in order to produce a physical progress summary.

101. The aim of this section is to provide a quick insight into project results, principally at the level of key activities completed and specific outputs produced. Normally, only activities and outputs that have been completed would be listed, not those that are ongoing but incomplete. The table may initially be set up using results that are defined in the project design (appraisal report). For some of these results total project targets will be included, while for others quantities are omitted. Other activities and outputs can be added over time as they become relevant. Ideally, targets for activities and specific outputs will be clearly defined in an AWPB, but in practice even there quantities are sometimes missing.

102. Figure 19 shows a simple format to present physical progress summary information: items are listed, actual results for the year are compared to the AWPB, cumulative total results to date are

compared with the total project target in the project design, and there is a column for comments. This format is in line with the new RIMS of IFAD. Other columns could of course be added, but it has been found that more detailed information is either hard to find in practice or doesn't add much value, and the simple format is considered quite sufficient.

Figure 19. Summary of physical progress									
Specific for IFAD's new RIMS.									
Project results	Unit	RIMS level	AWPB target	Achieved this year	%	Total project target	Cumulative Achievements	%	Comments
key activity / specific result 1	men	1	5	7	140	na	19	na	
key activity / specific result 2	women	1	15	5	33	125	19	15	Low effectiveness; no longer a priority
key activity / specific result 3	group		na	14	na	62	59	95	High adoption rate, will be given more emphasis in future
key activity / specific result 4	unit	2	na	2	na	na	6	na	
key activity / specific result 5	group		2	2	100	12	6	50	average 15 participants
Etc.									
<i>Total Project: planned & achieved</i>									

103. A word of caution is necessary. The format of this table may reinforce the idea that all the quantitative targets for the various key activities and specific outputs (in the appraisal report) must be achieved. This is not the case, and this is where the "comments" column is important. The purpose of this table is on the one hand to show physical progress for the project as a whole towards delivering a total set of anticipated activities/outputs, but on the other hand to show where the project has decided to deviate from original targets, as indicated by comments such as "*Low effectiveness; no longer a priority*" or "*High adoption rate, will be given more emphasis in future*". It is, for example, quite normal that during the later years of a project, activities/outputs that were never included in the project design show up in this table, because they were found necessary or effective, with the comment: "*New activity not in the project design*". This also indicates the importance of periodic strategic reviews and learning for planning.

2.1 FINANCIAL PROGRESS SUMMARY

104. The data for this sub-section will most likely come from a Project Accountant or Financial Controller, who uses an accounting system to enter, analyze and report on all financial transactions. This system can range from a simple spreadsheet or database to advanced accounting software. Based on the detailed information in the accounting system, summary tables should be prepared for project management, implementing agencies, government and donors, on the overall financial performance and status of the project. This would include, as a minimum:

- expenditure by cost center and component;
- expenditure by cost center and category;
- disbursement by financier (external sources of funds);
- government and beneficiary contributions (local contributions); and
- the status of project accounts.

105. Each of the main project components has an approximate budget in the project design. Each component pursues its objective, and jointly the components will contribute to achieving the overall project goal. In this regard, the balance between the components, in terms of implementing activities, achieving outputs and using up the associated budget, is important. When expenditure under a certain component falls far behind the planned expenditure, this should be cause for concern, the reasons should be investigated and action taken. Financial progress by component (Figure 20) will provide the

information that is necessary to detect such an imbalance in expenditure. The information will also be useful to assess whether budgeting is realistic and to track expenditure over time. As an option, expenditure by component compared to the project budget can also be presented using graphs.

Figure 20. Financial progress by component

Component	2003/04 AWPB	2003/04 Actual Expenditure	2003/04 Actual Expenditure (USD)	2003/04 Exp/Bud (%)	Total Project Budget	Total Cumulative Expenditure	Cumu- lative Exp/Bud (%)
A.	USD ...	USD ...	USD%	USD ...	USD%
B.	USD ...	USD ...	USD%	USD ...	USD%
C.	USD ...	USD ...	USD%	USD ...	USD%
D.	USD ...	USD ...	USD%	USD ...	USD%
E.	See Annex 2 for a complete table with data.				USD ...	USD%
F.					USD ...	USD%
Total	USD ...	USD ...	USD%	USD ...	USD%

106. Similar to components, the total budget of the project can be broken down according to types or categories of expenditure (Figure 21). These categories are not supposed to be overspent. The reason is the same as described under components: there is a certain balance in the project design, between different items and activities on which money will be spent. If this balance is lost, for example because far more money than expected is spent on vehicles and allowances and very little is spent on studies and training, certain aspects of the project will fail to work as expected. When expenditure under a certain category approaches the limit while other categories have a much lower level of expenditure, the reasons should be investigated. Financial progress by category will provide the information that is necessary to detect such situations, which may lead to reallocation. The allocation of the project budget by component and category is usually amended during a Mid-Term Review.

Figure 21. Financial progress by category

Category	2003/04 AWPB	2003/04 Actual Expenditure	2003/04 Actual Expenditure (USD)	2003/04 Exp/Bud (%)	Total Project Budget	Total Cumulative Expenditure	Cumu- lative Exp/Bud (%)
I.	USD ...	USD ...	USD%	USD ...	USD%
II.	See Annex 2 for a complete table with data.				USD ...	USD%
III.					USD ...	USD%
IV.	USD ...	USD ...	USD%	USD ...	USD%
V.	USD ...	USD ...	USD%	USD ...	USD%
Total	USD ...	USD ...	USD%	USD ...	USD%

107. Financial progress by component and by category can be presented in more detail than shown in the above tables, for example by breaking down the expenditure data by cost centre, or by presenting budget and expenditure data for all the previous years. This is optional; but data for the past year and cumulative since the beginning of project implementation is a minimum requirement.

108. Most projects have several sources of funds: an IFAD loan, co-financing by other donors usually in the form of grants, the government contribution, and beneficiary contribution. Assumptions are made in the appraisal report about the contributions of different financiers, and these assumptions are formalized in loan and grant agreements.

109. It is important to track the cumulative disbursement for each financier, in relation to the total amount committed, in order to know how much money the project has left. One complication is that the commitments of the different financiers may be defined using different currencies: the IFAD commitment is usually in Special Drawing Rights (SDR), while other commitments may be in Belgian Francs (BEF), U.S. Dollars (USD), etc. It will be important to record exchange rates on the date of any disbursement, direct payment, or government contribution. If this is not done properly, a project may

assume that it still has substantial funds remaining, while in fact most of these remaining funds have been lost due to exchange rate fluctuations.

Figure 22. Disbursement and balance by source of funds (external financiers)

Category	IFAD (SDR)	Disbursed		Balance (USD)	BSF (BEF)	Disbursed		Balance (USD)	Total External Resources	
		SDR	%			(BEF)	%		Disbursed %	Balance (USD)
I.....	SDR	USD ...
II.....									...	USD ...
III.....	SDR	USD ...
IV.....	SDR ...	SDR	USD ...
V.....	SDR ...	SDR%	USD ...	BEF ...					
VI.....	SDR ...	SDR%	USD ...	BEF ...					
Initial Deposit	0	SDR ...	100%	USD -...	0	BEF ...	100%	...	100%	USD -...
Total	SDR ...	SDR%	USD ...	BEF ...	BEF%	USD	USD ...

Disbursement data can be obtained from IFAD's "Status of Funds by Category" sheets.

See Annex 2 for a complete table with data.

110. The information on cumulative disbursement should be recorded by financier and by category. For each financier, this should be done in the currency used in the Loan or Financing Agreement, using appropriate exchange rates. This will ensure that the information available to the project is as accurate as possible, in terms of the total disbursements made and the remaining budget. Please look at the figures and explanation for the CKDAP in the Sample Annual Report for further clarification.

111. Government and beneficiary contributions (Figure 23) can be reported in local currency or in USD. In the latter case it should again be kept in mind that the exchange rates used for conversion will vary from year to year. Community contribution, mostly in the form of labour and material contributions, will have to be captured at field level and converted into monetary value, using a system of standard record forms and rates.

Figure 23. Government and beneficiary contribution (local sources of funds)

Expected Total Government Contribution			Actual government contribution this year	Actual government contribution to date		Expected total beneficiary contribution	Actual beneficiary contribution this year	Actual beneficiary contribution to date
Taxes	Budget	Total						
USD ...	USD ...	USD ...	USD ...	USD%	USD ...		

More detail could be added.

112. The project will receive its disbursement in one or more Special Accounts. Funds will usually be transferred from the Special Accounts to a central project account as needed, where the government contribution will also be received. From the central project account, expenditure may be incurred and disbursements will be made to operational accounts of implementing agencies. Money will be released from these operational accounts to buy assets, pay bills and carry out project activities. Accountability, including original receipts, will have to be submitted afterwards.

113. Project management should be fully aware of the status and performance of all project-related bank accounts, and relevant information should be included in the annual reports. The minimum required information would be the total amount of funds held in project operational accounts, this is funds disbursed and not accounted for⁷, but preferably this information would be included separately for each implementing agency (Figure 24).

⁷ Funds disbursed and not accounted for include the balance in the bank account of an implementing agency, imprests / advances held by implementers, and accountability received but held in the implementing agency and not yet submitted to the project accountants or PMU where it is recorded as expenditure incurred.

Figure 24. Status of project accounts

	KSH	USD	USD
Balance in IFAD Loan Special Account	x	USD ...	x
Balance in BSF Grant Special Account	x	USD ...	x
Balance in IFAD Loan Project Account	KSH ...	USD ...	x
Balance in BSF Grant Project Account	KSH ...	USD ...	x
Total	x	-----	USD ...
Balance at national level: implementing agency accounts and outstanding imprests	Institution A.	KSH ...	USD ... x
	Institution B.	KSH ...	USD ... x
	Institution C.	KSH ...	USD ... x
	Institution D.		x
	Institution E.	<i>See Annex 2 for a complete table with data.</i>	
	Institution F.		x
District account balances and outstanding imprests	District A.	KSH ...	USD ... x
	District B.	KSH ...	USD ... x
	District C.	KSH ...	USD ... x
	District D.	KSH ...	USD ... x
	District E.	KSH ...	USD ... x
Expenditure accounted for but not replenished (Statements of Expenditure & Withdrawal Applications in process)	KSH ...	USD ...	x
Total	-----	-----	USD ...
Grand total (equal to initial deposit in Special Accounts) =			USD ...

3. DETAILED IMPLEMENTATION PROGRESS BY COMPONENT

114. The physical progress summary would leave out much detail, such as activities and outputs that are ongoing but not complete. The summary table may indicate that rehabilitation of three schools has been completed last year, and seven since the start of the project; and that 17 maize and small grain variety trials have been completed during the past year, and 29 since the start of the project. But what did the rehabilitation of these schools entail (these may be significant investments!), and are there other schools where work has started but has not been completed? In which districts did the variety trials take place, and what are the findings? These details would be elaborated on in this section, in principle under the project outputs for each component.

3.1 COMPONENT A

115. Information would be presented under one or more project outputs that are defined in the logical framework matrix. In the sample Annual Report for the CKDAP in Appendix B, Component A has two such outputs for two different sub-components:

- Output: improved access to good quality preventive and curative health services (Primary Health Care); and
- Output: more safe water sources and community capacity to manage these (Domestic Water Supply).

116. Under these outputs, there should be a narrative description of implementation progress in some detail, and also using tables to provide more specific facts and figures, for example on infrastructure works on health facilities, and training of health caretakers. Such tables are unique for each project and would probably be designed by the person responsible for M&E.

117. It is recommended to structure the information under each project output as follows:

- first recap briefly what was planned for the year (this can largely be copied from the AWPB) and then mention what was actually done during the past year, explain what remains to be done, give specific reasons for any delay, postponement, cancellation, etc.; and
- secondly, present cumulative results since the beginning of the project.

118. The first point is included in Annual Reports of most projects in one way or another. The second point, cumulative progress, has been left out in many Annual Reports, but needs to be included. The Annual Report is the main analytical and strategic document that is produced by any project, and it must deal with total progress and results of the project in addition to describing what happened during the past year. If this is done consistently, the document will be able to better fulfil two of its core functions: to assist in management decision making; and to provide information for other key events during the life of the project, such as the Mid-Term Review and the Project Completion Report.

3.2 COMPONENT B

119. **Output:** . . .

- plan for the year: . . . , and what was actually done during the past year: . . .
- cumulative results since the beginning of the project: . . .

3.3 COMPONENT C

120. **Output:** . . .

- plan for the year: . . . , and what was actually done during the past year: . . .
- cumulative results since the beginning of the project: . . .

ETC.

4. PERFORMANCE ASSESSMENT

121. This section has been absent in most Annual Reports. It is an analytical section, where external factors that influence the project, positive and negative experiences and performance under the project, and the progress towards achieving project objectives are discussed. The findings in this section will form the basis for considering strategic changes that may be required to improve performance, and will provide an input for the next AWPB, in terms of constraints to be resolved and successful interventions that should be given more prominence.

4.1 THE PROJECT ENVIRONMENT

122. Various external factors, some of which may have been covered in the assumptions column of the logical framework matrix, can influence project implementation and results, and these factors may change over time. The environment in which the project has operated during the past year, in particular changes that have occurred and how these have affected implementation, should be described here.

123. What types of external factors are we talking about?

- One common example is unexpected or erratic weather patterns, which have influenced the outcome of research trials, or have delayed infrastructure works.
- Another common example is unexpected financial and economic developments, such as high inflation or unrealistic official exchange rates that have an effect on the available project resources, but also new market opportunities that can be taken advantage of.
- There may be political factors, for example a national election, due to which project vehicles have been unavailable and project activities have been paralysed during part of the year.

- Another example is technological change, that has made certain interventions in the project design irrelevant: mobile phone network coverage, for example, that has done away with the need for expensive radio equipment.
- Other projects and institutions in the project area can be an external factor, positively or negatively, for example, conflicting messages may reach a target group regarding community contribution, due to lack of coordination or different views.
- There can be changes in government at the policy and institutional level, in the form of new policies and laws that affect the project, and in the form of a changing institutional set-up that may have an effect on the project.
- Finally, the implementation may have been affected by unsupportive action or “unnecessary” interference by CI or IFAD.

4.2 IMPLEMENTATION CONSTRAINTS

124. Implementation constraints that are within the area of influence of the project and that could be resolved under the direction of project management, would be presented here. There is no limit to the types of issues and constraints that can be listed, just to give some examples:

- poor quality of infrastructure works (by project staff, contractors or the community);
- poor quality of services (by project staff, community-based service providers, NGOs, technical assistance);
- financial issues, such as late disbursement of funds, cash flow problems, delayed accountability, over-expenditure, outdated allowance regulations;
- problems related to other project resources, including lack of facilities or equipment, breakdown of vehicles, malfunctioning accounting software;
- inefficient or inappropriate use of project resources, such as excessive telephone usage, inappropriate use of vehicles, inflated cost of works or services;
- insufficient staff capacity, in terms of an inadequate number of people for certain tasks, or key positions that have not been filled, or lack of knowledge and skills; and
- other factors that hold back implementation of a project activity or sub-component.

125. Two suggestions should be considered for the presentation of implementation constraints. The first is: be specific. There is little point in mentioning that *allowances are too low*, they always are. It makes more sense to indicate that *government mileage rates for use of private transport are below actual fuel cost and only 35% of the nationally accepted rates used by the Automobile Association*. The second is: include a solution. When districts are without project funds for seven out of twelve months because of bureaucratic delays at national level, where exactly do these delays occur and how can they be addressed? When a certain project activity cannot be implemented, what is the best alternative use of the funds or what can be done to unblock the activity? A simple table as shown in Figure 25 can be used to present implementation constraints.

Figure 25. Implementation constraints

Implementation Constraint	Proposed Solution
.....
.....
.....

4.3 SUCCESSFUL APPROACHES AND LESSONS LEARNED

126. This is where the positive results of the project are highlighted, which are often overlooked because the constraints require so much attention. However, a shift from activities and approaches that do not work to those that do work is actually a way to resolve certain types of constraints. Some examples of items that could feature here:

- successful innovations under the project: technologies (e.g. highly energy-efficient stoves, water harvesting techniques, silage making) or methods (e.g. to record community contribution, or better involve women in management committees) that show promising results and should be replicated;
- project interventions (new crop variety, pest control measure, fishing technique, lending product) that are "taking off", in the sense that people show interest or even better, that it is rapidly adopted and spreading among the target group; and
- more efficient ways of doing things and using project resources (e.g. reducing participants in meetings to essential members, transferring monitoring tasks to local committees, small performance allowances that increase productivity).

4.4 PROJECT OUTCOMES AND IMPACT

127. Useful information related to project purposes and the overall goal cannot be expected until a reasonable period after project interventions and delivery of outputs has passed. While there may not be anything to report in the first year and not much in the second, there is need to systematically collect data related to the project purposes and overall goal almost from the beginning of the project. In the first Annual Report, this may take the form of mentioning some of the key findings of baseline survey work that has been carried out. Standardized impact indicators under IFAD's new RIMS would have to be included and reported on in this sub-section.

128. From the second year onwards, the project needs to start analysing whether outputs that are being produced are actually leading to changes and benefits among the target group. As a minimum, examples should be presented of outcomes based on project outputs. At the early stages any major conclusions would be unwarranted, but this type of information does provide "pointers" for effects that project interventions appear to have, and this in turn can inform project strategy during annual planning. New technologies have been introduced, but are they being adopted and are they resulting in the increased yields, better quality or time savings that were expected? Access to rural credit and capacity to utilize loans properly has been improved, but is this leading to business growth and improved profit margins? Access to clean water sources and knowledge on sanitation and personal hygiene have increased, but has this reduced the incidence of water-related diseases and improved productivity? Have income levels and well-being improved among the target group?

129. The use of case studies, focus group discussions and mini-surveys would yield the type of information that is needed here. Case studies can be a good tool for qualitative analysis, and the possibility of systematically using case studies to collect impact-related data should be considered. Providing such case studies in boxes in annual reports, possibly accompanied by "before" and "after" photographs, may be an effective way of conveying messages. By the fourth year at the latest, a more formal quantitative impact assessment using baseline study results should be conducted, ideally in preparation for a Mid-Term Review so that the findings can be used in refocusing the project. While the results of such a wider study would be contained in a separate report, the findings could be summarized in this section of the Annual Report.

5. THE WAY FORWARD

130. This is the conclusion of the Annual Report. Based on the financial and physical progress, the analysis of project performance, and progress towards achieving project outcomes and impact that has been discussed in previous sections, where is the project heading to? What new directions, changes in the project strategy (methodology of components, community participation approaches, gender and poverty targeting) and logical framework (ineffective activities or outputs) need to be considered?

131. Should certain activities that have proven to be ineffective be abolished or scaled down? How should certain approaches that have not worked as expected be modified? How will inefficient use of project resources or construction of unnecessarily expensive structures be stopped? Should certain pilot initiatives, that were not foreseen in the project design but have had a significant impact, be

incorporated and expanded? How should capacity constraints that have been identified be addressed? The conclusions in this section will form the basis for a key section in the next AWPB: project strategy and focus for the coming year.

ANNEX 1. MAPS SHOWING DISTRIBUTION OF PROJECT INTERVENTIONS

132. Including detailed maps is optional, but they can certainly enhance a report. Maps can be used to show at least three fundamental characteristics of a project:

- coverage and outreach: what areas, districts, catchments are covered;
- interventions: for example, where have water points been constructed, roads rehabilitated, groups established, trials conducted, loans disbursed, surveys carried out; and
- impact (socio-economic indicators): for example what was the number of households per water point, the knowledge about HIV/AIDS and prevention measures, or the average level of savings in each district at the beginning of the project and at present?

133. The most common and useful maps in Annual Reports are those that show the spatial distribution of project interventions and specific outputs in parts of the project area. Using one map for the entire project area would normally make it difficult to show enough detail, so several maps may be needed. For the CKDAP, Annex 1 of Appendix B shows the map for one of the five districts of the CKDAP, Kirinyaga. It is not a very good map: the base map is hand drawn and doesn't include features such as roads or towns; the administrative boundaries are not very clear; the symbols could be improved; but at least it is a start.

134. Maps can be drawn by hand; photocopied with added hand-written information; scanned and edited with graphics software; produced by simple mapping software; or produced using sophisticated Geographic Information Systems (GIS). Using colours on maps can improve the clarity a lot, but remember that these documents are often photocopied, in which case that clarity may be lost. The challenge is to keep maps as simple as possible while producing mapped information that adds value to the Annual Report.

ANNEX 2 PROCUREMENT AND CONTRACTS

135. Projects make substantial investments in assets and contracted services. Project assets, such as vehicles, motorcycles, computers, or laboratory equipment are needed for implementation of the various components and must be used effectively. Contracted services will be used when the available staff capacity does not meet the project requirements, when specialized skills are needed or when the use of external services is more cost effective. Good management of contracts and external service providers is required to ensure that they produce the expected outputs.

136. Effective management of project assets requires a clear overview of the assets and their status. Essential information should be recorded for all assets in a register of assets, including depreciation and net book value (NBV). Also, the performance of service providers and technical assistance is an important concern of project management. Actual performance and output should be monitored and compared to the expectations as per contracts and terms of reference. To facilitate this process, the details of any contracted position or service contract should be recorded. For this purpose, a register of contracts should be kept similar to the register of assets. It is recommended that an extract of the register of assets and register of contracts is included in annual progress reports, showing all goods and services that have been procured during the past year (Figures 26 and 27).

Figure 26. Procurement of the past year

No	Description of the contract	Name of service provider (supplier, contractor, etc.)	Procurement method	Total contract sum	Contract date	Expected completion date	Status of delivery/works	Total payment made
1	KSH	KSH ...
2	KSH	KSH ...
3	KSH	KSH ...

Figure 27: Fixed Asset Register – Format Example

No.	Date of Purchase	Particulars/ Description	Supplier	Amount (KSH)	Tax (KSH)	Total Cost (KSH)	Acc Dep (KSH)	NBV (KSH)	Location	Comment

[The columns for data entry may vary depending on types of assets (e.g. equipment or vehicles).]

ANNEX 3. ADDITIONAL FINANCIAL REPORTS

137. The financial summary tables that have been presented in the main text of the Annual Report are standard and applicable to any project. They represent a minimum requirement regarding financial information. In addition, there may be other more specific records that the project uses for its financial management and wishes to present in the Annual Report. It is recommended to dedicate one Annex to the presentation of such additional and more specific financial information.

138. In the case of the CKDAP, four types of tables are included in Annex 3 of the sample Annual Report. First, the project found that a major bottleneck is slow disbursement of project funds through the government system at national level down to implementing agencies at district level. It was therefore decided to record the different stages involved and track the time required for each step. The results are presented in two tables.

139. Secondly, it was found that the funds disbursed do not normally match the budget amounts, and another table was therefore prepared to compare the budget amounts in the AWPB, the amounts disbursed through the government system, and actual expenditure levels. Both these types of tables are quite revealing regarding the financial bottlenecks in the government system, that greatly affect the implementation of this project.

140. Thirdly, the table that is used in the main text to show the accounts position of the project is repeated in this Annex, only with more detail for implementing institutions at national and district level. Finally, Withdrawal Applications of the past year are listed in a table, in order to analyze the time it takes for Withdrawal Applications to be processed and replenished. Other types of tables could be added, based on specific needs and in response to specific financial issues in a project.

ANNEX 4. KEY PROJECT STAFF

141. It is not always clear who exactly is involved in project implementation, because staff turn-over can be high and the project organization as well as structure of government institutions may change. It is not possible or necessary to list all the people involved in a project, which can be hundreds. However, key staff, especially those with management responsibility, should be listed in an Annex. It would also be useful to indicate which positions are contracted or seconded. This list could include:

- members of a Project Coordinating Committee or Steering Committee;
- members of the PMU;

- overall managers or coordinators in parts of the project area, for example at regional, provincial or district level;
- who is responsible for M&E and for financial administration in parts of the project area; and
- senior staff of technical implementing agencies at field level who have management responsibility for implementation of parts of the project.

142. Instead of a listing as is done for the CKDAP in Appendix B, it is possible to present the same information in an organogram for the project. This may present an even clearer picture of the staffing structure, but only if it is done well, while it can be quite a bit of extra work and less easy to update if there are changes.

ANNEX 5. ACTION ON SUPERVISION MISSION RECOMMENDATIONS

143. Supervision missions can make an important contribution to improved project performance, through recommendations regarding financial and general management systems, comments regarding compliance with formal requirements such as audits, and also by reviewing the progress and results of technical components. Recommendations are not always perfect nor necessarily consistent from year to year, but on the whole these missions and their recommendations represent an important moment of quality control and dialogue on project results. It is therefore unfortunate that, afterwards, supervision reports are not always distributed to and read by implementing agencies, and are sometimes not used at all to follow up on the recommendations.

144. In order to stimulate a more active use of the supervision reports, the recommendations table of supervision reports should be included in the Annual Report (Figure 28) with a response by project management to the recommendations, mainly in terms of a description of action taken, although in some instances probably expressing disagreement with a recommendation. Which supervision report to use depends on the timing of supervision missions: if the latest mission came just a few months before the time of writing the Annual Report, little action would have been taken on the recommendations and it would make sense to use the previous supervision report.

Figure 28. Feedback on supervision mission recommendations

Recommendation	Action By	Comments / Action Taken
.....
.....

ANNEX 6. DETAILED AWPB-BASED PROGRESS REVIEW

145. Finally, it must be possible to verify implementation progress over the past year at the detailed level of individual planned activities (Figure 29). This Annex would therefore present the findings of the most fundamental monitoring activity:

- what is actual implementation progress of planned activities?
- what is the actual cost compared to what was budgeted?

146. Two important aspects of detailed progress review need to be pointed out. Throughout the year, this work would normally be done by different implementing agencies, just as initial annual planning may be carried out by different implementing agencies, and data would reach the PMU on a quarterly basis. Because the data then has to be consolidated, it is important that implementing agencies follow a standard format when they submit their progress review information, to avoid a major editing task at central level. This can be facilitated by distributing tables with planning information already filled in, which can be copied and pasted from the AWPB, and with empty columns where progress information can be added. If this is done using simple templates that cannot be changed, for example in Excel, both data entry and consolidation of the data from different institutions will be much easier.

Figure 29. Detailed review of implementation progress by activity

This can be quite complicated from an administrative point of view and is optional.

Primary Health Care

Nyandarua District - Output: improved access to good quality preventive and curative health services.

Planned activity & location	Unit	Quantity	Budget	Cat	Item	Achievements & comments	Project expenditure	Beneficiary contribution
Construction of maternity block at Ndaramwa Dispensary.	block	1	3,060,000	1	400	Materials procured & on site. 30% complete. To be completed during 2004/05.	1,007,520	264,500
<i>This has been copied from the AWPB</i>						<i>This is progress information</i>		
Purchase bicycles for CHWs and health staff in Kahutha Location.	bike	30	150,000	2	220	Not done, no funding in AIEs and Exchequers.	0	0
.....
Training of PHC implementing officer on Tools for Health Managers	per son	1	356,000	3	068	Done, Mr. Nderitu has been trained.	356,000	0
.....

147. Secondly, progress information in Figure 28 includes actual cost (project expenditure) and beneficiary contribution for each activity. In practice, both of these can be quite difficult to obtain. When expenditure has been incurred by the project, the related documents such as receipts are normally not linked to an activity in the AWPB, but are submitted to accountants as expenditure incurred under a certain component. Most projects are weak in systematically recording beneficiary contributions and standard rates to convert in-kind contributions to monetary value are often lacking. An attempt will have to be made to capture community contribution, which is often mainly related to selected activities such as infrastructure development. Projects that feel it is necessary to capture expenditure data activity by activity may of course do so, but from the point of view of an Annual Report this is not a requirement.

B. Annual Report Basic Standards

148. In this chapter and in the sample Annual Report in Appendix B, many details have been discussed regarding the content and structure of progress reports, especially the Annual Report. As mentioned already for the AWPB, these details are suggestions to be considered as a starting point. Each project should decide how to present the information in the Annual Report; should to some extent design its own tables especially when reporting on the details of implementation progress and when presenting project-specific financial data; and whether to add additional information and what. Again, a key choice is how to structure the Annual Report: information can be organized by component, as is the case in the sample Annual Report in Appendix B, but could also be organized by geographical area or by institution.

149. While there is considerable flexibility, each project should seek to produce an Annual Report that includes the following basic points:

- a comprehensive cover page, table of contents and list of abbreviations and acronyms;
- a general map of the project area, preferably showing how the project expanded over time;
- a project outline section that presents essential background information on the project;
- a section that summarizes implementation progress for the past year and since the start of the project, including:
 - at least five key tables with financial summary data: expenditure by cost centre and component; expenditure by cost centre and category; disbursement by financier (external sources of funds); government and beneficiary contributions (local contributions); and the status of project accounts;

- a table that is compliant with the new RIMS of IFAD and that summarizes physical progress, using both project-specific indicators and RIMS indicators;
- a section that describes implementation progress for the past year and cumulatively in some more detail, by component, by geographical area or by institution;
- an analytical section, where implementers and project management analyse project performance and factors that influence project performance, including information on project outcomes and impact;
- a section that draws conclusions and charts the way forward for the project, based on performance and experience gained;
- a tabulated overview of procurement and contracts of the past year and asset register;
- additional financial tables to meet project-, government- and country-specific requirements;
- a listing of key staff involved in the project, especially contracted positions and those with management responsibility;
- a tabulated overview of supervision mission recommendations and action taken; and
- detailed output/activity tables, where the progress made with implementing planned activities is reviewed activity by activity.



Investing in rural people

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Annex 9: Integrated Project Risk Matrix (IPRM)

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department

Overall Summary

Risk Category / Subcategory	Inherent risk	Residual risk
Country Context	High	Substantial
Political Commitment	Substantial	Substantial
Governance	High	Substantial
Macroeconomic	High	Substantial
Fragility and Security	High	Substantial
Sector Strategies and Policies	High	Substantial
Policy alignment	Substantial	Substantial
Policy Development and Implementation	High	Substantial
Environment and Climate Context	Substantial	Substantial
Project vulnerability to environmental conditions	Substantial	Substantial
Project vulnerability to climate change impacts	Substantial	Substantial
Project Scope	Substantial	Moderate
Project Relevance	Moderate	Low
Technical Soundness	Substantial	Moderate
Institutional Capacity for Implementation and Sustainability	High	Substantial
Implementation Arrangements	High	Substantial
Monitoring and Evaluation Arrangements	High	Moderate
Project financial Management	High	Moderate
Project Organization and Staffing	High	Moderate
Project Budgeting	High	Moderate
Project Funds Flow/Disbursement Arrangements	High	Substantial
Project Internal Controls	Substantial	Moderate
Project Accounting and Financial Reporting	Substantial	Moderate
Project External Audit	High	Moderate
Project Procurement	High	Substantial
Legal and Regulatory Framework	High	Moderate
Accountability and Transparency	High	Substantial
Capability in Public Procurement		No risk envisaged
Public Procurement Processes	High	Substantial
Environment, Social and Climate Impact	Low	Low
Biodiversity Conservation	Low	Low
Resource Efficiency and Pollution Prevention	Low	Low
Cultural Heritage	Low	Low
Indigenous People	Low	Low

Risk Category / Subcategory	Inherent risk	Residual risk
<i>Labour and Working Conditions</i>	<i>Low</i>	<i>Low</i>
<i>Community Health and Safety</i>	<i>Low</i>	<i>Low</i>
<i>Physical and Economic Resettlement</i>	<i>Low</i>	<i>Low</i>
<i>Greenhouse Gas Emissions</i>	<i>Low</i>	<i>Low</i>
<i>Vulnerability of target populations and ecosystems to climate variability and hazards</i>	<i>Moderate</i>	<i>Low</i>
Stakeholders	High	Substantial
<i>Stakeholder Engagement/Coordination</i>	<i>High</i>	<i>Substantial</i>
<i>Stakeholder Grievances</i>	<i>Substantial</i>	<i>Moderate</i>
Overall	Substantial	Substantial

Country Context	High	Substantial
Political Commitment	Substantial	Substantial
Risk: The Transitional Government has a 3-year validity, with elections due in 2022/2023. Any potential conflict may impact on the Peace Agreement, and the ongoing State Building and sustainable development efforts. If the new Government of National Unity does not focus on rebuilding livelihoods for the massive numbers of returnees and internally displaced persons (IDPs), the peace deal may fail and conflict may resume.	Substantial	Substantial
Mitigations: <ul style="list-style-type: none"> • Component 0 will enable SSLRP to reallocate funds to provide emergency support as required. SSLRP will also coordinate with humanitarian agencies such as UNHCR, to tap into their early warning systems, to be able to better predict emerging conflict. • SSLRP will be implemented in a modular approach premised on the County Development Plans, allowing for implementation of interventions in specific locations (Payams, Counties), independent of the developments in the other Counties. • IFAD will monitor in-kind contributions to fully capture the contribution of the Government and beneficiaries. SSLRP expects a very modest counterpart funding from the Government (950,000 USD) and beneficiaries (366,000 USD). IFAD is seeking to mobilize co-financing from Dev partners – Dutch, Germans, and African Development Bank (AfDB). 		
Governance	High	Substantial

Risk: Capacity and system deficits in public sector institutions, revenue and expenditure systems, legal frameworks, accountability frameworks and systems for provision of services to citizens would negatively impact the effective implementation of SSLRP through Government structures. South Sudan has a Public Financial Management and Accountability Act that guides the public financial management architecture. However, there are no established standards governing preparation of financial statements or verification of corporate financial reporting. This results in insufficient accountability, a lack of transparency and creates gaps in financial reporting. The decentralisation policy is not yet fully implemented and may impact on the coordination between the Central and Decentralised government.	High	Substantial
Mitigations: <ul style="list-style-type: none"> • SSLRP will be implemented through a Third Party Implementing Agency (IA), comprised of a consortium of competent NGOs with a strong track record, systems and capacities in implementing resilience projects. . The IA will work with the decentralised Government systems, and strengthen the County Development Committees (CDCs), and the Payam Development Committees (PDCs), which all play a critical role in the implementation and sustainability of SSLRP. The IA will be expected to possess an equivalent or superior framework to IFAD's Project Procurement Guidelines, Procurement Handbook and standard procurement documents (SPDs) • IFAD will and engage and dialogue with the IFI (IMF, WB, AFDB) and Development Partner representatives in the ongoing Public Financial Management (PFM) reforms working group which is working to strengthen financial governance in the Ministry of Finance, National Revenue Authority, Tax Management and realign the budget towards service delivery. • In sub-component 3.2 SSLRP in partnership with other IFIs (e.g. AFDB and World Bank) will build capacities of the PCU and decentralised State in financial management, internal control frameworks, M&E, and procurement. By project end the GoSS PCU will be able to take on increased implementation of future donor projects. • SSLRP will work with ILO to strengthen the Cooperative Development Policy Framework under sub-component 3.2. 		
Macroeconomic	High	Substantial
Risk: According to the IMF article IV consultations of 2019, the outlook remains extremely difficult, with continuing threats to macroeconomic and financial stability, declining income due to low oil prices, resulting in deteriorating humanitarian conditions. GoSS has therefore persistently experienced significant budget shortfalls (40 percent – 60 percent) over the past few years, which significantly strains the Country's ability to investment in service provision and mobilise counterpart funds. In addition, the South Sudanese Pound (SSP) is facing high inflation, resulting in volatility of exchange rate and a thriving black market. The discrepancy between official exchange rate and the black market may distort the profitability analysis of the project in the EFA.	High	Substantial

Mitigations: <ul style="list-style-type: none"> IFAD's allocation to South Sudan is under DSF terms i.e. 80% grant and a 20 % loan at highly concessional terms, with a grace period of 10 years, which will enable GoSS to recover before repayments are required. IMF has just granted GoSS a US\$52.3 million emergency loan under the Rapid Credit Facility to help its economy weather the shock of the COVID-19 pandemic. It is expected that this loan will contribute towards stabilising the SSP currency. IFAD will dialogue with the IFI (IMF, WB, AfDB) and Development Partner representatives in the ongoing Public Financial Management (PFM) reforms working group which is working to strengthen financial governance in the Ministry of Finance, National Revenue Authority, Tax Management and realign the budget towards service delivery. Profitability analysis for SSLRP has been run in USD, to mitigate the volatility of the exchange rate and ensure realistic price/expenditure scenarios for internationally sourced goods. IFAD supervision missions will continuously review value for money to address any potential expenditure increases. 		
Fragility and Security	High	Substantial
Risk: <p>Historical, political, social and economic marginalization has resulted in tensions due to ethnic divisions, corruption and power struggles. This has resulted in outbreaks of conflict, the breakdown of governance structures and law and order, and disruption of community institutions that support livelihoods. There is also on-going inter-community conflict due to competition for natural resources.</p> <p>The country is expected to hold elections in 2023, which may potentially impact the security situation.</p> <p>The country is also affected by the Desert locust phenomenon which is devastating food and nutrition security across East Africa.</p> <p>COVID-19 may impact on community engagement due to restrictions to gatherings.</p>	High	Substantial
Mitigations: <ul style="list-style-type: none"> The project will integrate adaptive programming with scenario based planning and modular implementation, to enable the project to respond to potential security risks in different locations. SSLRP will work with humanitarian agencies i.e. UNHCR, WFP to i) identify beneficiaries graduating from humanitarian assistance that are ready for SSLRP interventions, ii) share information from their early warning systems and iii) provide information on conflict analysis. SSLRP includes an un-costed component 0 to address any potential disasters and emergency situations arising from the project. If needed, funds will be reallocated from other Components to provide emergency support in support of a GoSS emergency response. SSLRP will provide employment opportunities for the youth, which may dissuade them from engaging in conflict activities. Missions will ensure full compliance with Minimum Operational Security Standards (MOSS) & partnership with other IFIs and/or UN agencies for implementation IFAD will engage third party project supervision modalities if the security situation is not conducive for IFAD missions SLRP will follow all GoSS COVID-19 protocols. 		

Sector Strategies and Policies	High	Substantial
Policy alignment	Substantial	Substantial
Risk: While the foundational policy framework for agriculture development exists and aligns well with IFAD's Strategic Framework and priority areas, there is a need to revise these frameworks to ensure full alignment with the emergent focus on a stronger role for the agriculture sector to support economic diversification. The key policy documents include - The Agriculture Sector Policy Framework 2012-2017, Comprehensive Agriculture Master Plan, Irrigation Development Master Plan (CAMP/IDMP) 2015–2040, National Nutrition Policy. In view of the Peace Agreement and the restructuring of the economy, these will need to be revised to support operationalisation and to trigger an agriculture transformation in the country. On the mainstreaming themes, South Sudan has been a member to the Scaling Up Nutrition (SUN) Movement since 2016, although it lacks the relevant nutrition legislation, while the Food and Nutrition Policy is under preparation.	Substantial	Substantial
Mitigations: <ul style="list-style-type: none"> ● Although SSLRP will support the development of the Cooperative Development Policy Framework and the Rural and Agriculture Finance Policy under sub-component 3.2, the actual implementation of the policies will depend on political will, prevailing context and the availability of investment funds to address structural and functional gaps ● SSLRP will support the implementation of Local Government Development Policy by realigning service delivery by the stakeholders in line with local demands, and working through the decentralised structures i.e. County Development Committees (CDCs), Payam (village) Development Committees (PDCs). CDCs and PDCs will be strengthened to facilitate implementation of SSLRP. In addition, Component 1 & 2 will facilitate operationalisation of decentralisation while integrating IFAD's mainstreaming themes into the CDD framework, through facilitation ● IFAD's targeting policy and SECAP will be applied to ensure appropriate social inclusion. SSLRP will liaise with the Nutrition Department and other stakeholders in the SUN Movement to bring lessons from SSLRP/IFAD into ongoing efforts to prepare the nutrition action plan. 		
Policy Development and Implementation	High	Substantial
Risk: -High-level development frameworks are in place but specific policies, laws and regulations necessary to guide day-to-day public service delivery in the agriculture sector are still in the early stages of development. - There is a need to support the Government of South Sudan in the revision and operationalisation of the policy frameworks, in view of the Peace Agreement and the restructuring of the economy to tap into the huge potential of the agriculture sector.	High	Substantial

Mitigations: <ul style="list-style-type: none"> SSLRP will support the development of the Cooperative Development Policy Framework and the Rural and Agriculture Finance Policy under sub-component 3.2, in partnership with ILO and the Ministry of Agriculture and Food Security (MAFS). SSLRP will align with the interventions of other development partners in policy development including: AFDB – Value chain analyses for key commodities Sorghum, Groundnut, Sesame, Seed Sector Policy Framework, Food Safety Regulations and SME Policy. The IA will be expected to apply IFAD policies (SECAP, Targeting) Capacity needs assessment, which will inform capacity development interventions and the provision of specialised technical assistance. 		
Environment and Climate Context	Substantial	Substantial
Project vulnerability to environmental conditions	Substantial	Substantial
Risk: Given the poor spatial and temporal distribution of water as well as scarcity of rainfall, drought is the single most important production risk factor. Excess rainfall that leads to flooding is another high risk.	Substantial	Substantial
Mitigations: <ul style="list-style-type: none"> CDPs will identify and prioritise investments at household and community level to combat climate change impacts through support to climate smart agriculture and investment in climate resilient infrastructure. SSLRP will mobilise communities to collectively address disasters caused by natural hazards especially climate change, which has a multiplier effect on natural resources, water, and land (common source of conflict). The interventions will include: (i)Support establishment of local community groups to address issues of conflict, drought, gender issues and peace building (ii) Build capacity of these community groups to identify risks and hazards early enough and to disseminate information to communities.(iii)Optimize community preparedness for early action e.g. weather predictability through identification of traditional/ community early warning indicators and linking them with modern early warning information system. 		
Project vulnerability to climate change impacts	Substantial	Substantial
Risk: Climate change is a significant driver of environmental change in South Sudan. Generally, temperature has been increasing and rainfall decreasing and this is forecasted to continue for coming decades. Seasonal rainfall trends are highly variable across the country. Since the mid-1970s, South Sudan has experienced a decline of between 10 to 20 per cent in average precipitation as well as increased variability in the amount and timing of rainfall from year to year and rainfall will decrease in the north and increase in the south.	Substantial	Substantial

Mitigations: <ul style="list-style-type: none"> • CDPs will identify and prioritise investments at household and community level to combat climate change impacts through support to climate smart agriculture and investment in climate resilient infrastructure. • Some of the climate smart technologies to be promoted include: a) rainwater harvesting; b) drought tolerant and early maturing crop varieties; c) drought tolerant forage and agroforestry fodder species; d) watershed conservation and management; e) afforestation; f) mangrove rehabilitation and conservation; g) solar and other forms of renewable energy sources, and energy saving approaches etc. • Furthermore, SSLRP, through the CBOs and CDP facilitation process will mobilise communities to collectively address disasters caused by natural hazards especially climate change, which has a multiplier effect on natural resources, water, and land (common source of conflict). The interventions will include: (i) Support establishment of local community groups to address issues of conflict, drought, gender issues and peace building (ii) Build capacity of these community groups to identify risks and hazards early enough and to disseminate information to communities. (iii) Optimize community preparedness for early action e.g. weather predictability through identification of traditional/ community early warning indicators and linking them with modern early warning information system. • Notwithstanding, the country will continue to face significant natural hazard risks – floods, drought which may impact negatively on IFAD's target group under SSLRP. In addition, the uptake and internalization of new climate-smart technologies and approaches proposed under SSLRP may take time to yield a positive impact. This is especially due to the capacity and policy gaps, and the difficult food insecurity and hunger situation in the country. 		
Project Scope	Substantial	Moderate
Project Relevance	Moderate	Low
Risk: The Peace Agreement has motivated the return of the displaced population, with the bulk settling in the Equatoria. The returnees are faced with conditions of limited physical and financial assets and weak public and private service coverage. Agriculture and rural infrastructure are dilapidated with seasonally impassable community access roads, and inefficient and expensive transportation from farm to storage facilities and markets. Irrigation and water harvesting technologies are inadequate, with poor post-harvest and value addition.	Moderate	Low

Mitigations: In alignment with the GoSS Comprehensive Agriculture Master Plan (CAMP) and IFAD's Country Strategy Note (2021-2022), SSLRP will focus on re-establishing livelihoods for rural communities, focussing on returnee households, young people and women. It will strengthen the resilience of rural communities to emergency and crises, rebuild local agricultural production and stabilize incomes through micro-enterprises and short-term employment. SSLRP will complement the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS), which commits to restore economic foundations by generating employment and improving livelihoods. A CDD approach provides leeway for the beneficiaries to identify projects based on their own needs. SSLRP also foresees some social protection activities to build the asset base of beneficiaries to be able to participate in the project activities through livelihoods promotion and Labour Intensive Public Works (LIPW) where youth will derive income.		
Technical Soundness	Substantial	Moderate
Risk: Due to the remote design process some elements of the project assumptions may need to be revisited and/or validated through site visits and beneficiary engagement. Some of these areas include: selection of villages (payams) where interventions will be implemented, thorough assessment of the existing infrastructure and community assets that could complement SSLRP and guide selection of project sites, and baseline understanding of the mainstreaming themes (gender, youth) in the 5 Counties.	Substantial	Moderate
Mitigations: <ul style="list-style-type: none"> • The GoSS appointed a team of experts from the Ministry of Agriculture who formed a companion SS-PDT that has worked with the IFAD team throughout the design process to provide information and validate the design assumptions. IFAD PDT will undertake a validation mission after the DRM to further confirm project • IFAD engaged a local consultant who undertook field verification missions to collect field data and engaged with State and County officials. IFAD also held extensive consultations with the Agriculture and Livelihood Development Working Group (ALDWG), NGO Forum and other key partners including FAO, WFP, UNHCR. • SSLRP will prepare County Development Profiles which will assess and identify 'low hanging fruits' in terms of community infrastructure and assets, conditions of mainstreaming themes, and inform the selection of villages where the project will be implemented. The profiles will also inform the finalisation of a targeting strategy which will be cleared by IFAD. • SSLRP ensures that at least 30% of the Community Development Plans financed are from women groups. 		
Institutional Capacity for Implementation and Sustainability	High	Substantial
Implementation Arrangements	High	Substantial

Risk: The Ministry of Agriculture and Food Security (MAFS) does not have sufficient capacity and systems to manage the project effectively (in accordance with the Financing Agreement and all relevant IFAD basic legal documents) towards achievement of envisaged project development objectives. The Government has requested to implement the capacity development activities for Sub-component 3.2, as they relate to the value of IFAD's loan to GoSS on highly concessional terms.	High	Substantial
Mitigations: <ul style="list-style-type: none"> ● The core components will be implemented by a competent consortium of NGOs led by VSF-Germany. The selection of the consortium partners was driven by their respective technical, operational, project management, and financial management capacities. Full details are contained in the TORs included in the PIM. ● For capacity development activities under sub-component 3.2, the PCU will be expected to work through local service providers, under ring-fenced financial management and procurement arrangements. ● The PCU will be represented at the Central, State, County levels and will be expected to ensure i) technical alignment with the PDR and Government policy and legal frameworks, ii) achievement of the overall targets and iii) ensuring sustainability of strategic investments of a public good nature. ● Core investments will take place at the County and Payam (Village) levels, with Payam Development Committees having a critical role to approve Community Development Plans, while County Development Committees will play a critical role in validating the County Development plans and identifying strategic infrastructure. ● The CDD approach empowers communities to plan and implement investments, and relevant Operations and Management capacities will be built throughout project implementation at the County, Payam and Community levels. ● Notwithstanding the above-indicated mitigation measures, the context remains fragile, and implementation will be dependent on a smooth working relationship between the IA and the PCU. 		
Monitoring and Evaluation Arrangements	High	Moderate
Risk: M&E capacity, processes and systems remain weak in the Ministry of Agriculture and Food Security (MAFS) resulting in a limited ability to monitor, validate, analyse and communicate results, capture lessons, and adjust implementation to seize opportunities and take corrective actions in a timely manner.	High	Moderate

Mitigations: <ul style="list-style-type: none"> The IA will be responsible for all M and E and reporting for all of SSLRP, except Component 3.2. Full details of the M and E requirements are contained in the detailed ToR for recruitment of the IA. The GoSS PCU will oversee the IA, undertake field verification missions, review M&E reports and submit for approval to the two GoSS oversight bodies, the National Technical Committee (NTC) and the National Advisory Committee (NAC). IFAD will supervise SSLRP through a technical start-up and 6-monthly and annual supervision missions. Where visits by international staff are not possible, IFAD will engage Third Party Monitoring including through independent consultants and partners such as FAO-DPI Component 3.2 will provide capacity-building support to the PCU to build capacities in M&E 		
Project financial Management	High	Moderate
Project Organization and Staffing	High	Moderate
Risk: <p>The risk that the implementing Agency (VSF Germany) and the Lead agency (MAFS) does not have the necessary number of adequately qualified and experienced financial management staff resulting into limited ability to meet the functional needs of the project;</p> <p>The risk that assigned staff from both the PCU and VSF Germany do not have previous experience with IFAD or donor financial management requirements resulting into sub optimal financial management; and</p> <p>The risk of high staff turnover affecting continuity and creating a lengthy learning curve/slowing down implementation of the project.</p>	High	Moderate
Mitigations: <ul style="list-style-type: none"> IFAD will review the qualifications and experience of the financial management staff assigned to the project from time to time (including staff changes) to ensure that staff with the requisite qualifications and experience are assigned to the project; Recruitment of qualified and experienced staff in project financial management by the service provider (VSF Germany) and will be part of a contract between GOSS and the service provider; In the event of failure to recruit qualified and experienced staff, sourcing of Technical Assistance (Local or International) will be considered; and Provide continuous capacity building, covering among others, IFAD financial management procedures/requirements. VSF Germany will be required to present staff with requisite qualifications and experience to implement the project 		
Project Budgeting	High	Moderate

Risk: The risk that budgeted expenditures are not realistic, not prepared or revised on a timely basis, ineligible costs and reallocation of project funds and slow implementation progress due to low absorption of funds; There is a risk that SSLRP budget calendar will affect timeliness of approval of the AWPB as it is not aligned to IFAD project budget submission requirements; and There is a risk of poor budget monitoring and control arising out of failure to post the budget in the accounting system, budgets not executed in an orderly and predictable manner resulting in funds not being available when needed as the PMU has been using MS Excel for accounting and reporting.	High	Moderate
Mitigations: •Budget framework/procedures including budget timetable to be included in the PIM that will be updated by SSLRP; •The project accounting software to be coded in a manner that facilitates computerized budget monitoring and control; •Proper treasury management with monthly management reviews that include addressing causes of budget variances; •Timely preparation of realistic budgets based on the implementation experience of previous experience; and •Budget figures to be posted in the accounting software to facilitate budget monitoring and control.		
Project Funds Flow/Disbursement Arrangements	High	Substantial
Risk: The risk that funds will disburse with delays due to cumbersome treasury arrangements and inability of project implementing partners and service providers to justify advances, resulting in delayed withdrawal applications and implementation; The risk that funds transferred to the GOSS and service providers will be misused as a result of the current high corruption perception or misappropriated due to the current economic situation characterized with liquidity problems; The risk that the value of funds transferred from foreign currency accounts to local currency accounts (SSP) will be eroded due to the volatile exchange rate regime; The risk that value for money will not be realized from transactions denominated in SSP as suppliers/contractors/service providers base their quotations on a parallel exchange rate which has been between three to five times higher than the official exchange rate; The risk that GOSS position that government resources should be budgeted for and spent in SSP is extended to cover external financed projects; and The risk that the GOSS will not have adequate liquidity to meet its counterpart contribution affecting/delaying implementation.	High	Substantial

Mitigations: <ul style="list-style-type: none"> • Ring fenced bank accounts will be opened, both at the MAFS and VSF Germany, one in USD and another in SSP. - Revolving account mechanism will be used for both fund to VSF Germany and MAFs based on quarterly releases tagged to approved AWPB • Most transactions entered into both at service provider level and MAFS/PMU level will be by direct payments; • Transactions shall be entered into in USD and as far as practicable aggregate procurements to benefit from use of USD for transactions and direct payments; and • Transfers to the SSP accounts will be limited to few items, where expenditure is incurred in small amounts. 		
Project Internal Controls	Substantial	Moderate
Risk: <p>The risk that appropriate controls over project funds at MAFS/PMU and VSF Germany are not in place, leading to the inefficient or inappropriate use of project resources:</p> <p>This constitute the risk of absence of control over funds transferred to IA (VSF), working advances, segregation of duties both at PMU and IA, insufficient approvals, misuse of assets, poor cash management – including procurement of common use items using petty cash and poor contract management/including monitoring leading to misuse of, misallocation and misappropriation of project resources. GOSS has indicated that where third party implementation arrangements are used with no oversight and supervision roles by government, there is no control over project resources on part of government; and</p> <p>The risk that internal audit arrangements are insufficient or do not exist due to lack of resources to provide assurance on the effectiveness of internal control systems and processes leading to unreliable internal control systems and non-compliance with the financing agreement, LtB, PIM and GoSS requirements. Currently, whereas an Internal Audit Unit exists with personnel posted from MOF, there unit is not staffed – also, the mission has not assessed arrangements at IA(s) as selection exercise had not been completed.</p>	Substantial	Moderate

Mitigations: <ul style="list-style-type: none"> • SSLRP to develop a financial management procedures manual and guidelines as part of the PIM. These include segregation of duties, posting of transactions, record keeping, authorisation of transactions, checking, bank reconciliations, and physical security of assets including cash, approval arrangements, financial monitoring and reporting; - Clear and concise guidelines on grant making and accountability to be established and implemented by VSF Germany. - Include a performance audit tagged to a disbursement target for the grants and will be a condition in the FA • Regular reconciliations of bank accounts, both foreign and local currency accounts by both PMU and IA. The bank account reconciliations will be part of the Interim Financial Reports; • Ministry of Agriculture and Food Security (MAFS) internal audit function will provide internal audit services to the project based on an annual audit plan. The function will check compliance and provide assurance of the effectiveness of control processes and procedures both at PMU and IA (working with IA Internal audit function); and • In the absence of the services from MAFS, a service provider will be engaged on contract basis to provide internal audit services and reports periodically shared with IFAD. 		
Project Accounting and Financial Reporting	Substantial	Moderate
Risk: <p>The risk that the accounting systems including policies and standards are not integrated and reliable, leading to inaccuracies in financial records, and that reasonable records are not prepared, issued and stored systematically, leading to lack of informed decision making;</p> <p>The risk of inadequate accounting for in-kind contribution from beneficiaries and GoSS in-kind contribution in the form of office space, staff time, tax exemptions, among others due to poor valuation methods and documentation; and</p> <p>Due to parallel implementation and accounting at PMU and IA levels, there is a risk of absence of financial management information systems or computerized accounting required to facilitate generation of timely reports for project management decision making and those required by IFAD. The accounting at IA level has not been assessed as IA had not been selected while the accounting and financial reporting for the current projects under PMU is done using MS Excel – this is cumbersome, prone to errors and manipulation. This also limits production of timely and accurate reports, prone to data loss and does not provide audit trail.</p>	Substantial	Moderate

Mitigations: <ul style="list-style-type: none"> • Both the PCU at MAFs and VSF Germany shall deploy an off-the shelf accounting software for accounting and financial reporting capable of reporting by category, component, activity and financier as required by IFAD. This will be a requirement to both at PMU and VSF Germany. • Making acquisition and installation of accounting software a condition for disbursement; • Acquisition of the accounting software to be part of start-up activities to mitigate against any possible delays in implementation of the software; • Training of financial management staff in accounting including use of the accounting software; • SSLRP to submit Interim Financial Reports (IFRs) to IFAD on a semi-annual basis following IFAD IFRs templates; and • Regular reconciliation of accounting records to accounting software data. 		
Project External Audit	High	Moderate
Risk: <p>The risk that independent and competent oversight of the project financial statements is not in place or performed timely leading to possible misrepresentation of the financial results and/or suspension or other remedies due to compliance breaches;</p> <p>The risk that the Audit Chamber (Auditor General) which is the Statutory Audit Institution (SAI) of the GoSS may not have capacity to provide audit services to the project due to limitations of staff strength (numbers) and skill. Presently, the WB funded projects are audited jointly between the Audit Chamber and a private audit firm in recognition of absence of capacity (skill) with a view that this facilitates develop the capacity of the audit chamber. The capacity of the audit chamber has not been assessed during the design mission;</p> <p>The selected implementing partner/service provider, in where their systems are relied upon do not adequately address IFAD project statutory requirements;</p> <p>and</p> <p>The risk that the auditor will not sufficiently address IFAD project audit requirements, as included in the IFAD Handbook for Financial Reporting and Auditing for IFAD funded projects making the quality of the audit unsatisfactory.</p>	High	Moderate

Mitigations: <ul style="list-style-type: none"> • Use of standard TOR for audit engagements as spelt out in the IFAD Handbook for auditing and financial management for projects. The prepared TORs are subject to IFAD clearance; • Use of private audit firm to audit financial statements with consideration use of firms in neighboring countries; • Implementation support from IFAD to facilitate timely preparation for the audit exercise; • Inclusion in the FA a provision that the financial statements of the project (both at PMU and IA) are subject to audit on an annual basis; • Draft financial statements (consolidated for PMU and IA) for audit to be shared with IFAD no later than two months following the end of the financial year; • Consideration of Audit Chamber as an auditor of the project be done only after an assessment of the audit chamber of their capacity to audit the project is completed over time; and • Audited financial statements, together with the related management letter to be submitted to IFAD no later than six months following end of the financial year. 		
Project Procurement	High	Substantial
Legal and Regulatory Framework	High	Moderate
Risk: <p>South Sudan adopted a legal and regulatory framework for procurement, but its application is limited. In particular, the Public Procurement and Asset Disposal Act was approved in 2018, there is need to update, validate and issue Public Procurement Regulations, and prepare standard Procurement Tender documents in line with the Procurement Act 2018.</p> <p>The MoFEP does not enforce the provisions under the interim Public Procurement and Property Disposal Act of 2018, in particular the provision that competitive procurement methods are the preferred option above specified thresholds. The government also lacks a system to generate substantial and reliable coverage of key procurement information, or does not make key procurement information available to the public.</p> <p>Tendering opportunities are publicized, but the same cannot be said about public procurement plans, contract awards and decisions on complaints (though, according to the PPU, no complaints have been registered). No standard bidding documents exist.</p> <p>The Government has requested to implement the capacity development activities for Sub-component 3.2, as they relate to the value of IFAD's loan to GoSS on highly concessional terms.</p>	High	Moderate

<p>Mitigations:</p> <p>IFAD's Project Procurement Framework in its entirety will apply (Project Procurement Guidelines, Procurement Handbook and Standard Procurement Documents) both for activities carried out by the IA and under subcomponent 3.2 where activities may be carried out directly by the PCU.</p> <p>SSLRP shall advertise all activities on a dedicated site. The use of IFAD's Contract Monitoring Tool shall ensure publication on IFAD's Project Procurement site of all contracts entered into.</p> <p>The ongoing PFM reforms (supported by IMF and WB) are also focused on developing the requisite Public Procurement Regulations, and standard Procurement Tender documents in line with the Procurement Act 2018, and will roll out dissemination and training at central and local government level, within a time frame of 1 year. Procurement for component 3.2 will be undertaken by the GoSS.</p> <p>The project will also benefit from the BUILD PROC grant that will be rolled out in the region in 2021 and will target project and Government staff with a tailored procurement certification programme.</p> <p>Specifically for sub-component 3.2, implemented by GoSS, procurements will follow IFAD's project procurement framework and prior review thresholds are set at USD 20,000 for all procurement activities. The NOTUS system will be used with quarterly procurement reviews and a dedicated IFAD TA supporting procurement activities.</p> <p>All contracts will be managed through the IFAD ICP contract monitoring tool. Most service providers will be paid through direct payments.</p>		
<p>Accountability and Transparency</p>	High	Substantial
<p>Risk:</p> <p>The Country Corruption Perception Index score assigned by Transparency International is high at 12 (in a scale from 0 to 100).</p> <p>Articles 56 and 57 of the Interim Public Procurement and Disposal Regulations (IPPDR) provide for a mechanism for submitting complaints. However, there is no independent procurement complaints body, since the PPU is the last port of calls for submitting complaints, according to the IPPDR. In fact, the PPU is not technically fully independent in terms of handling procurement complaints, as it is involved in the process of procurement approvals above the threshold. In practice, complaints are not submitted in any formal way. As a result, it is not possible to assess whether authorities address complaints according to the regulations.</p>	High	Substantial

Mitigations: All procurement entities, as well as bidders, suppliers, contractors, consultants and service providers, shall observe the highest standards of ethics during the procurement and execution of contracts financed under IFAD funded Projects, in accordance with IFAD's Project Procurement Guidelines and the Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations shall apply to all projects, vendors and third parties, in addition to the relevant national anti-corruption and fraud laws. IFAD can strongly encourage government through policy dialogue to establish an autonomous authority tasked with addressing procurement complaints and with debarring suppliers, contractors or consultants from participating in public procurement.		
Capability in Public Procurement		No risk envisaged
Project will be implemented through a non government implementation agency. IFAD Project Procurement Framework will be adopted in its entirety. <ul style="list-style-type: none"> ● Procurement in SSLRP will exclusively follow IFAD's Project Procurement Guidelines, IFAD's Procurement Handbook and IFAD's Standard Procurement Documents due to the legal and regulatory weaknesses highlighted in the PRM. ● All contracts will be managed through the IFAD ICP contract management module. ● Most service providers will be paid through direct payments ● IFAD prior review thresholds will be USD 20,000 for all procurements. The NOTUS system will be used. ● An IFAD TA will support the procurement activities. 		
Public Procurement Processes	High	Substantial
Risk: South Sudan adopted a legal and regulatory framework for procurement, but its application is limited. The MoFEP does not enforce the provisions under the interim Procurement and Property Disposal Regulations, in particular the provision that competitive procurement methods are the preferred option above specified thresholds. The government also lacks a system to generate substantial and reliable coverage of key procurement information, or does not make key procurement information available to the public. Tendering opportunities are publicized, but the same cannot be said about public procurement plans, contract awards and decisions on complaints (though, according to the PPU, no complaints have been registered). No standard bidding documents exist.	High	Substantial
Mitigations: All procurement posts will be awarded subject to IFAD's prior no objection. TORs for procurement positions are contained in the PIM. All procurement activities will be carried out in accordance with IFAD's Project Procurement Framework, hence risks will be highly mitigated.		
Environment, Social and Climate Impact	Low	Low
Biodiversity Conservation	Low	Low

Risk: ESMF identifies the activities as potentially having an impact on local biodiversity - construction and/or rehabilitation of water infrastructures, rehabilitation/upgrading/construction of roads, construction of processing and storage facilities and expansion of agricultural land.	Low	Low
Mitigations: In line with the SECAP and ESMF frameworks, SSLRP will undertake relevant assessments to identify and potential negative impacts on biodiversity, and will integrate conservation and development objectives.		
Resource Efficiency and Pollution Prevention	Low	Low
Risk: South Sudan's water resources are unevenly distributed both spatially and temporally, since water quantity varies substantially between years depending on periodic major flood and drought events. Water is held in perennial rivers, lakes and wetland areas, in seasonal pools, ponds, rivers, streams and extensive floodplains. There is increased pollution, reduced river flows, declining water tables in urban areas and both surface and ground waters are becoming contaminated	Low	Low
Mitigations: SSLRP will align with the ESMF, which includes materials on banned substances in terms of pesticides and herbicides, which are in any case will controlled by MoA/Regulatory Services SSLRP will explore options natural integrated pest management Green manuring will be practiced, while being cognizant of potential competing demands for these same materials		
Cultural Heritage	Low	Low
Risk: The project's construction activities may lead to conversion and/or loss of physical cultural resources during construction of infrastructures etc. Patriarchal norms may prevent women from participating and benefitting from project activities. Secondly, there may be a risk of men taking over if women's economic activities increase in value and/or become more profitable. The same situation may lead to adults taking over youth assets and economic activities	Low	Low
Mitigations: SECAP2017 will be made available to the PMU at both central and county levels and sub-project development will be accompanied with the Environmental and Social screenings and ESMP preparation and implementation. GALS training will also be used to empower women to take up leadership positions, and address socio-economic dimensions. Simultaneously, community facilitators will be in close contact with beneficiaries to monitor use of asset and economic activity. The grievance redress mechanism (GRM) has been developed to address conflicts and grievances that may arise from project interventions.		

Indigenous People	Low	Low
Risk: South Sudan has different tribes/ political parties that need to be taken into account by the project implementation. Inequitable participation and delivery mechanisms insufficiently sensitive to the specific requirements and culture of IPs are possible risks.	Low	Low
Mitigations: The project targeting strategy has a focus on the vulnerable in each project area, which in turn is selected on the basis of multiple and explicit criteria. Align IFAD's strategies with South Sudan State of The Environment and Outlook report (2018) Communities will be engaged in a consultative and participatory manner through the FPIC process, while also ensuring that they provide consent to all interventions included in their action plans		
Labour and Working Conditions	Low	Low
Risk: Child labour is pervasive thus project may exacerbate the exploitative labour practices (e.g. child labour), gender-based violence, discriminatory and unsafe/unhealthy working conditions for people employed to work specifically in relation to the project, including third parties and primary suppliers.	Low	Low
Mitigations: The government has signed the relevant international treaties and regularly exchanges with ILO. IFAD will engage with ILO to potentially field joint technical assistance. The project's ESMP will include safeguards to ensure that each technical lead and IA ensures that there are no exploitative labour practices (e.g. Child labour), gender based violence, discriminatory and unsafe/unhealthy working conditions for people employed to work specifically in relation to the project. The beneficiary feedback mechanism through surveys will include feedback on these aspects and a GRM mechanism in place will ensure this risk is minimized. Labour Intensive Public Works, where community members are expected to participate and be remunerated, will follow international standards and align with other agencies including World Bank remuneration standards.		
Community Health and Safety	Low	Low

Risk: There will be water retention//feeder road structure rehabilitation and/or construction, the exact dimensions of which are still to be determined but are expected to be under IFAD SECAP thresholds. SSLRP has a goal of improving nutrition wellbeing through and promotion of diversification of livelihoods thereby increasing household income. While this will have a positive impact on household health, some activities may have risks to the communities. For example, risks to the public during construction activities, gender issues and all forms of Gender-Based Violence, including Sexual Harassment (SH) and Sexual Exploitation and Abuse (SEA) COVID-19 has put significant pressure on already overburdened health and social service delivery systems, exacerbating the vulnerabilities of affected populations.	Low	Low
Mitigations: Qualified engineering consultants will do the designs and supervise the construction to ensure the infrastructure conforms to government health and safety guidelines and standards and that the same will be clearly documented. These structures will be inspected upon each supervision by a qualified team member. Through GALS, SSLRP will engage with both female and male household's members and promote campaigns for sensitisation on gender equality and against gender biases and GBV. The ESMP outlines a number of measures to be taken to mainstream health and hygiene considerations across all project activities. These measures include food safety and awareness raising on COVID-19 precautions. Promotion of diversified and healthy diets is expected to build the immunity of beneficiary community to withstand the effects of COVID.		
Physical and Economic Resettlement	Low	Low
Risk: Activities related to construction may cause temporary/permanent displacement of people. However, most of the impacts are localized to the project site, short term and most importantly can be avoided/reduced or mitigated by properly applying mitigation measures.	Low	Low
Mitigations: The planned infrastructure (water supply, post-harvest infrastructure & road rehabilitation) will not lead to displacement of people, relocation, resettlement of people or even loss to farm fields. Community leaders will heavily be involved in the selection processes.		
Greenhouse Gas Emissions	Low	Low
Risk: The nature of the production system leaves no reason to believe that there will significant risks of GHGs apart possibly from small livestock.	Low	Low

Mitigations: Improved fodder will reduce the already low level of GHGs. The watershed conservation includes agroforestry which will actually reduce GHGs. No deforestation or additional biomass burning will result from project activities		
Vulnerability of target populations and ecosystems to climate variability and hazards	Moderate	Low
Risk: Note: this refers to the risk from the project in terms of inadvertently exacerbating the vulnerability of the population by promoting maladaptive practices.	Moderate	Low
Mitigations: A climate risk and vulnerability Assessment has been prepared which covers climate vulnerability of the selected counties and also possible adaptation options. The Project provides for formation of a user's committee to manage each of the constructed infrastructure. The committees will be trained in Organisation & Management and Operations & Maintenance for sustainability		
Stakeholders	High	Substantial
Stakeholder Engagement/Coordination	High	Substantial
Risk: Highly marginalised rural communities, and Government has inadequate capacity to reach communities Inadequate systems and processes for bottom-up planning and participatory approaches and weak voice of the rural poor in decision-making. This is mainly due to the weak	High	Substantial
Mitigations: The Community Driven Development approach is the most effective approach for bottom-up planning and empowering communities to identify their challenges, define their priorities and participate in key decision making processes. In addition, SSLRP will work through local Government including County Development Committees and Payam (village) Development Committees, strengthen their capacities to ensure ownership and critical decision-making at the local levels. The PDO includes an outcome indicator on - beneficiary satisfaction with project support services and empowerment, which will be monitored through the outcome surveys. SSLRP Comp 1 will strengthen Community Based Organisations to be able to plan and implement projects that will improve their livelihoods.		
Stakeholder Grievances	Substantial	Moderate
Risk: Potential grievances around i) selection of project sites, ii) location of water infrastructure, iii) diversion of water upstream, iv) identification of beneficiaries and v)	Substantial	Moderate

<p>Mitigations:</p> <p>Implementation of IFAD's Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability</p> <p>Apply IFAD's targeting strategy, including transparency on selection criteria in the country. SSLRP will facilitate intensive public consultation with local communities and administrators, and representation from different groups including women and youth.</p> <p>SSLRP will carry out periodic conflict analysis in consultation with humanitarian agencies, such as UNHCR, WFP</p> <p>The Grievance Redress Mechanism (GRM) will be deployed to address any potential localized conflict, including deployment of Component 0 as needed.</p>		
<p>Risk:</p> <p>Potential grievances around water infrastructure and diversion of water upstream</p>	Moderate	Moderate
<p>Mitigations:</p> <ul style="list-style-type: none"> • Undertake stakeholders' feedback sessions. • Government implements a bottom-up approach in the identification of investments, hence there is free and prior consent of the communities • Implementation of IFAD's Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability 		



Investing in rural people

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Annex 10: Exit Strategy

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department

Annex 10: Exit Strategy

1. Activities to build the sustainability of the SSLRP results and benefits will be implemented at four different levels: the smallholder farmer, the farmer group, PCU and through national policy development.

- **Strengthened smallholder farmers:** All SSLRP activities at household and community level will support and strengthen local processes of organising, prioritizing and implementing solutions. Involvement of local facilitators, boma and payam development committees will embed the SSLRP activities into the existing local planning and implementation processes, so they can be sustained after the project ends.
- **Organizing beneficiaries into strong CBOs:** Component 1 will develop strong community groups that will have the capacity to define their priorities, design and monitor the implementation of sub-projects that will strengthen their livelihoods. These skills and planning processes will remain with the CBOs at the end of the project. In addition, during SSLRP the strength of these CBOs will be evaluated to assess their progress towards graduation to self-sustaining organizations and potentially into cooperative societies
- **Capacity building of the PCU:** A clear exit and sustainability plan for the PCU is built into the SSLRP design. The PCU will be established as a multi-donor funded platform within the MAFS to provide oversight for all donor funded projects. The donors will support capacity development and strengthen oversight controls, so that the PCU can take on more and more management and implementation of their donor funded projects. This approach means that the PCU will continue to supervise and coordinate donor projects after SSLRP ends.
- **Sustained and strengthened beneficiary enterprises:** Based on the prioritization in the CDP process, it is expected that more than 486 enterprises will be funded by SSLRP. A key SSLRP investment is in building the capacities of individuals and the CBOs to manage and develop their enterprises. Smallholder farmers will acquire technical skills that will enable them set up and run their own individual small businesses - managed either collectively or individually. It is expected that 20 percent of enterprises will graduate to maturity and sustainability by the end of the project. The level of maturity will be reached faster in Magwi and Kajo-keji districts, which has a tradition of small-scale commercial agriculture and a pool of skilled manpower. In addition, linking these groups with other projects such as South Sudan Agriculture Development Project SSADP, a Dutch financed project that offer sustainable financing investments for local agriculture-based enterprises, would accelerate attainment of sustainable levels. The enterprises will be linked to local initiatives in the area that focus to offer rural financial services such as SACCO, VSLA etc. as means to save and keep capital for reinvestment. Such benefits will go beyond the life of SSLRP and would constitute a tangible exit strategy for the project.
- **Sustainability of public infrastructure investments.** SSLRP will set-up and strengthen a User Association (UA) for all infrastructure. The UA manage and maintain the various infrastructure investments beyond the life of SSLRP. The UAs will be over-seen by the existing lower level structures such as the PDCs and BDC.
- **Development of Policy Frameworks for rural finance and cooperatives development:** As part of the SSLRP sustainability strategy SSLRP will build the capacity of the Ministry of Agriculture and Food Security's directorate of Cooperatives and Rural development. The project will partner with ILO to develop two national policies:

- National Cooperatives Development Policy Framework;
 - National Rural Financial Policy Framework
2. At the end of the project, these policies will remain with the directorate of cooperatives and rural development and ready for use by the country to guide cooperative development and strengthening of the rural finance sector with the help of different development partners in the respective sectors.
3. The SSLRP exit strategy framework is presented in the table below.

SSLRP Exit Strategy Framework

Activity to continue post-project	Who will take up the activity	Mechanisms for handover	Commitments from national actors to continue activity	Are further inputs required (Funds, trainings, seeds, etc.)? Who will provide them?	Can this activity reach a larger scale? How?
Component 1:					
Support to smallholder farmers	Boma and Payam development committees (BDCs/PDCs)	Given that the BDCs and PDCs will be variously involved planning and overseeing of activity implementation, the handover process will be a seamless one	The local boma and payam development committees are already embed in the SSLRP activities in the local planning and implementation processes.	No funds will be required, the smallholder farmers use skills acquired during the implementation of SSLRP	Yes, the smallholder farmers will continue to use their skills acquired to increase their agriculture production
CBO operations	CBOs with guidance from CDCs/PDCs/BDCs	CBOs would have stabilized by the time of project end. This would also be a seamless transfer because CBOs will be in charge of their own affairs from the onset. Their capacity is going to be augmented variously by the project.	The lower level government structures are already an active party in SSLRP design, they will be involved in training these CBOs.	No funds needed Inputs exchange, trainings will be facilitated by the PDCs and BDCs other development partners in the area	Yes, about 20 percent of these groups are expected to graduate into cooperatives.
Component 2:					
Sustained and strengthened enterprises for beneficiaries (small scale enterprises) in sub component 2.1 will be sustained and upscaled	Two forms: about 20 percent of enterprises will evolve and become self-sustaining private enterprises e.g. input shops storage facility etc. with other group Enterprises, 10 percent will graduate into Farmer Cooperatives	Viable Private Enterprises run by individuals' entrepreneurs Groups who become cooperatives will be taken over by cooperatives societies through voluntary registration. This is true for Kajo-Keji and Magwi	Private enterprises will be self-sustaining while those enterprises using cooperative principles will fall under Directorate of Cooperatives at National and State Levels	No further financing to private enterprises, is required	Yes, but not fully its estimated the 20 percent of the enterprises will become self-sustaining while the rest will remain attractive to other development projects in the area
Sustainability of public investment e.g. the infrastructure subcomponent.	The strengthened CBOs and lower level governments: State, County and Boma development committees	Community infrastructure will be handed over to the community structures County Departments, PDCs and BDCs	Formation of User Associations will be an integral part of the installation of these infrastructures. The PDC, BDCs and CBOs are part	No. User Associations will be responsible Maintenance of these infrastructure either through charging a small	Yes – full investment for selected infrastructure will be ensured

			of the selection process of these investments.	user fees or local government investment	
Capacity building of the PCU: The Capacity Building Support provided to PCU and lower Level Government	Other development partners e.g. WB and AfDB	The PCU will already be an autonomous unit within MoAFS involved in supporting donor projects and will not need to be handed over.	Other development partners are already funding the PCU and proving capacity building as part of their investment projects	Each new ODA project will provide funds to support and strengthen the PCU.	No, the PCU has a finite size and function.
Development of Policy Frameworks for rural finance and cooperatives development:	National and state level Government	The cooperatives department will take over the guidance of the implementation of these strategies and make them available to other development partners	The department of cooperatives is already revamping itself to position to take the role to of guarding its policies and enhance rural cooperative development	No further financing is needed for policy develop in these areas.	Once approved these policies will need to be implemented nationally.



Investing in rural people

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Annex 11: Mainstreaming themes – Eligibility criteria checklist

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department

Mainstreaming themes – Eligibility criteria checklist

	<input type="checkbox"/> Gender transformational	<input checked="" type="checkbox"/> Youth sensitive	<input checked="" type="checkbox"/> Nutrition sensitive	<input checked="" type="checkbox"/> Climate finance
Situation analysis	<input type="checkbox"/> National gender policies, strategies and actors <input type="checkbox"/> Gender roles and exclusion/discrimination <input type="checkbox"/> Key livelihood problems and opportunities, by gender	<input checked="" type="checkbox"/> National youth policies, strategies and actors <input checked="" type="checkbox"/> Main youth groups <input checked="" type="checkbox"/> Challenges and opportunities by youth group	<input checked="" type="checkbox"/> National nutrition policies, strategies and actors <input checked="" type="checkbox"/> Key nutrition problems and underlying causes, by group <input checked="" type="checkbox"/> Nutritionally vulnerable beneficiaries, by group	
Theory of change	<input type="checkbox"/> Gender policy objectives (empowerment, voice, workload) <input type="checkbox"/> Gender transformative pathways <input type="checkbox"/> Policy engagement on GEWE	<input checked="" type="checkbox"/> Pathways to youth socioeconomic empowerment <input checked="" type="checkbox"/> Youth employment included in project objectives/activities	<input checked="" type="checkbox"/> Nutrition pathways <input checked="" type="checkbox"/> Causal linkage between problems, outcomes and impacts	
Logframe indicators	<input type="checkbox"/> Outreach disaggregated by sex <input type="checkbox"/> Women are > 40% of outreach beneficiaries <ul style="list-style-type: none"> • IFAD empowerment index (IE.2.1) 	<input checked="" type="checkbox"/> Outreach disaggregated by sex and youth	<input checked="" type="checkbox"/> Outreach disaggregated by sex and youth, and IPs (if appropriate) <ul style="list-style-type: none"> • Output level CIs <ul style="list-style-type: none"> ◦ CI 1.1.8 Mandatory • Outcome level CIs (at least one of below) <ul style="list-style-type: none"> ◦ CI 1.2.8 ◦ CI 1.2.9 	
Human and financial resources	<input type="checkbox"/> Staff with gender TORs <input type="checkbox"/> Funds for gender activities <input type="checkbox"/> Funds for IFAD empowerment index in M&E budget	<input checked="" type="checkbox"/> Staff with youth TORs <input checked="" type="checkbox"/> Funds for youth activities	<input checked="" type="checkbox"/> Staff or partner with nutrition TORs <input checked="" type="checkbox"/> Funds for nutrition activities	IFAD Adaptation Finance \$4,061,000 IFAD Mitigation Finance \$0 Total IFAD Climate-focused Finance \$4,061,000

ECG Remarks	<p>Gender The project is mainstreaming gender</p> <p>Nutrition The project is nutrition sensitive, meeting all the set criteria and including the core indicators</p> <p>Youth The project is youth sensitive and meeting all the set criteria and disaggregating data accordingly</p> <p><input type="checkbox"/> No social inclusion themes</p>
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South Sudan

South Sudan Livelihoods Resilience Programme Project Design Report

Annex: Annex 12 Formal Grievance Mechanism

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department

Annex 12: Formal Grievance Mechanism

A. Community Based Grievance Redress Mechanism

1. This will be a stand-alone Grievance Redress Mechanism where the communication mechanism involves only community members and will tend to be site specific. This will be used to facilitate agreements among community members but also to solve disagreements where these might occur. The Community Based Grievance Redress Mechanism aims to use the existing traditional structures and facilitate grievance resolution at higher levels (including the court of law, where necessary).

2. Communities tend to rely substantially on their own internal social regulatory systems including mechanisms to deal with grievances that work in parallel with the formal systems. These internal social regulatory systems will be used to the extent possible at community level. Recourse where necessary will be facilitated by the Programme, but in general SSLRP will ensure easy access to information through culturally appropriate means and language of communication.

3. In solving problems, negotiation and agreement by consensus will provide the first avenue to iron out and resolve any grievances expressed by programme affected individuals. Thus, appropriate community-based channels of grievance redress mechanisms will be put in place, and the programme affected people sensitised to make use of them.

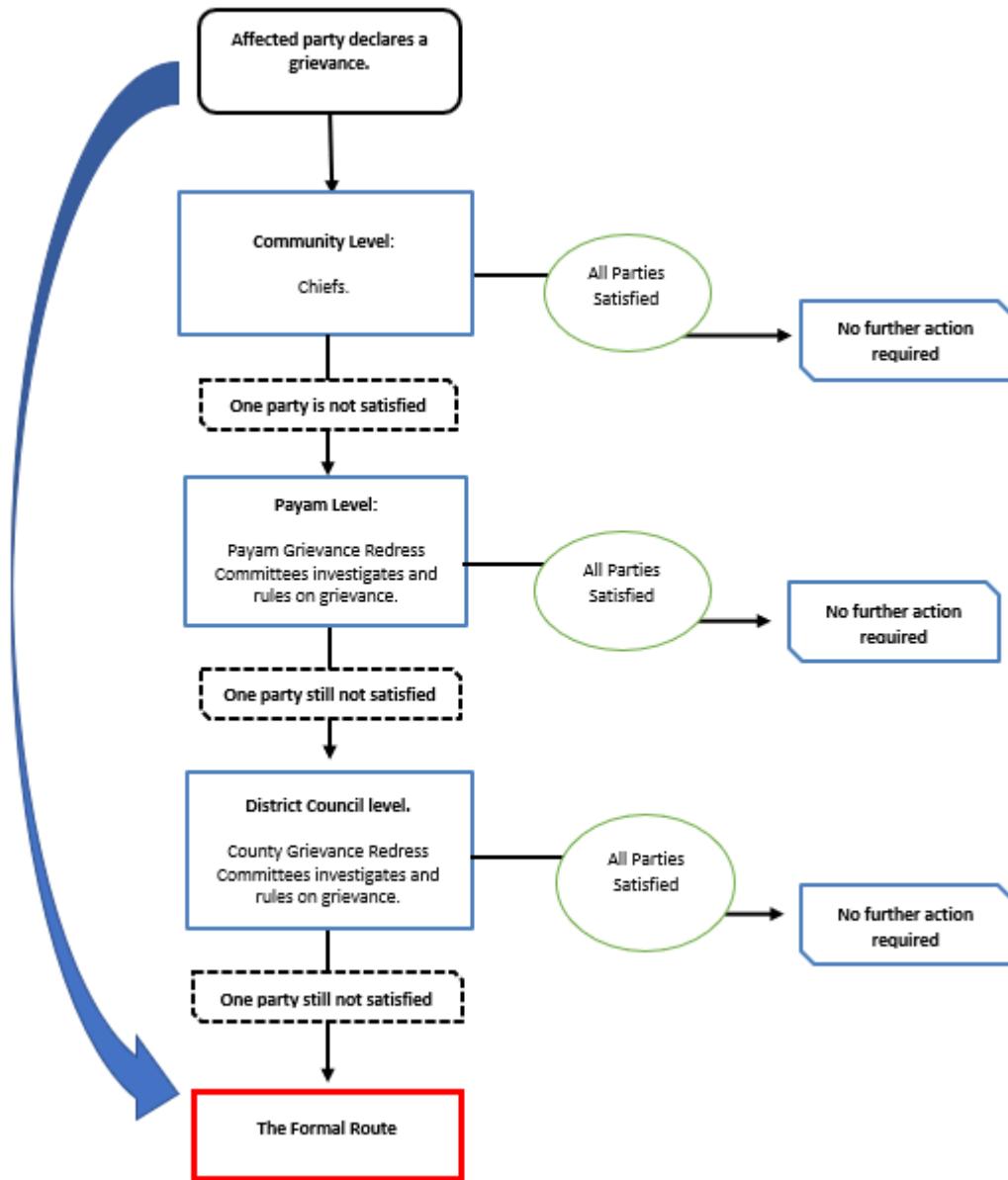
4. The channels will have to be in line with the norms of the communities as well as laws of the country. Thus, the process will involve informal courts handled by traditional leaders (Community chiefs etc.), and will follow the following route (Figure 2):

5. **Community Level** - The first port of entry is the Community level run by the community Chiefs. The Chiefs preside over the matter over a set time (possibly 15 days) from receipt of the grievance to act upon it.

6. **Payam Level** - When one party is not satisfied with the decision at Community Level, the complaint can be taken up to the Payam Level. The Payam Grievance Redress Committees then investigates and give their ruling on the matter. In most cases such complaints get sorted out at this level.

7. **County Level** - However, those who are not satisfied will be allowed to appeal to the County Council (CC). At this level, the County Grievance Redress Committee under the District Officer will preside over the case. However, if the aggrieved party is still not satisfied then they can ultimately take the formal route.

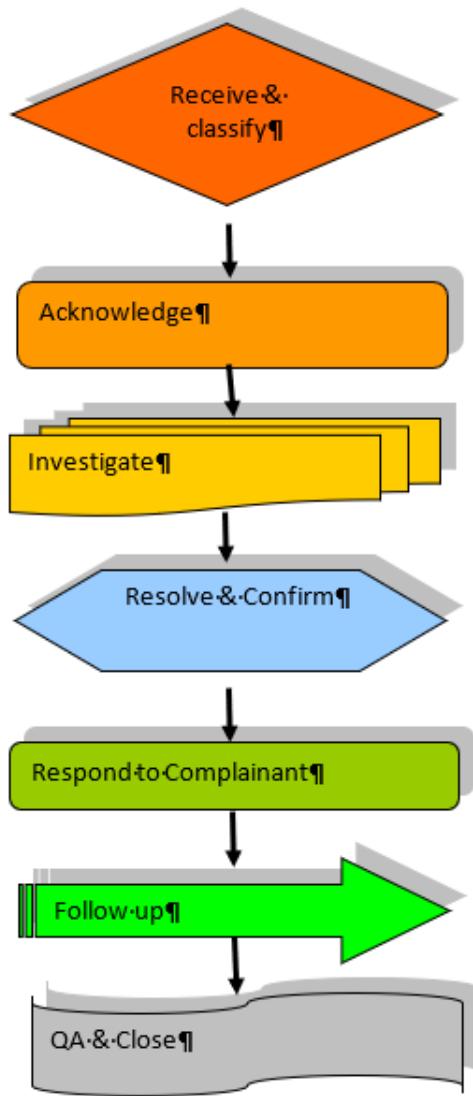
The Community-based grievance mechanism



B. Formal Grievance Redress Mechanism

8. **Introduction** - The grievance redress mechanism (GRM) is a system by which queries or clarifications about the project will be responded to, problems with implementation will be resolved, and complaints and grievances will be addressed efficiently and effectively.
9. **Purpose of the GRM** - The purpose of the GRM will be to: a) be responsive to the needs of beneficiaries and to address and resolve their grievances; b) serve as a conduit for soliciting inquiries, inviting suggestions, and increasing community participation; c) collect information that can be used to improve operational performance; d) enhance the project's legitimacy among stakeholders; e) promote transparency and accountability; and f) deter fraud and corruption and mitigate project risks.

10. **Structure of the GRM** – The GRM consists of the following components: a) the access point for impacted/concerned people; b) grievance log; c) assessment stage; d) acknowledgement stage; e) response; f) room for appeal; and g) resolution. The components are summarized in the process flow diagram below:



11. The requirements for each of these steps is detailed below.

C. Grievance Reception and Classification

12. At the Payam level, the SSLRP IA focal point would be responsible for receiving, recording, and classifying grievances. **He/she** ensures that all potential issues are captured and classified for escalation, review and action as required.

13. The access point for impacted/concerned people will be situated as close to the project affected person (PAP) as possible. This will be established at each of SSLRP IA offices and MoAFS Payam, County and Head offices so that it will be credible and accessible: a) at the various offices, phone numbers will be posted and notices written indicating the process to be taken when aggrieved; b) at the various offices, there will be a grievances boxes situated in the reception area,

where anonymous reports can be deposited. The SSLRP IA Officers will oversee the keys to the boxes; c) at the various offices, there will be a designated officer who receives, classifies, and logs all grievances.

14. The main issues for the access point include the following: a) Uptake channels should include some or all these (phone hotline, email, mail, SMS, webpage, Grievances Box, anonymous complaints, or face-to-face); b) the uptake channels will be publicized and advertised via local media and the implementing agency; c) verbal complaints should be recorded by staff for them to be considered; d) many complaints may be resolved 'on the spot' and informally by project staff but should also be logged in order to: i) encourage responsiveness; and ii) ensure that repeated or low-level grievances are being noted in the system; and e) the GRM should have the ability to handle anonymous complaints.

15. Typically, the complainant will be provided with a receipt and 'roadmap' telling him/her how the complaint process works and when to expect further information. Any complaint, issue, or negative stakeholder interaction (whether this is formally logged by the complainant or not), must be logged and classified for action. All these complaints must be formally logged using the standard forms.

16. All complaints must be prioritised as follows:

- **Priority 1** – urgent, potential high health and high business impact. This requires a response to the complainant within three (3) working days. This should be used (sparingly) for major health issues where the complaint may have disastrous impacts on either humans, the environment or SSLRP itself. Also, this could be used in a situation where the complainant may be able to influence or make public statements that would impact upon the SSLRP reputation. **All Priority 1 complaints must be escalated immediately to the Head of that Office;**
- **Priority 2** - non-urgent, lower health, environmental and social impact. This requires a response to the complainant within 2 working weeks. This should be used for most complaints with individual stakeholders, as this allows a reasonable time to collect information and produce a balanced response. Discretion and flexibility should be exercised in prioritizing all complaints. The staff member logging the complaint should review the complaint and its priority with the Head of that office, before proceeding to the next step. The Head of that Office will decide on the appropriate person(s) to carry out subsequent steps, including the investigation.

a. Acknowledgement

17. The Head of that Office will ensure that every complaint receives a formal written acknowledgement, containing an expectation of when they will receive a response, and the person dealing with it. All complaints, regardless of priority, should receive a pro forma acknowledgement sent out on the day of receipt.

b. Investigate

18. The Assigned member of staff follows up all aspects of the complaint, both internal and external, to ensure that the key facts are identified and clarified. The priority of the complaint will drive the timescale for completion (3 days for urgent or 2 weeks for non-urgent). All areas of interaction and communication should be established (who, what, where, when, why etc.) and documented where possible.

c. Resolve and Confirm

19. The Head of that Office ensures that the final resolution is clear and fair. He/she also confirms the proposed action and resolution with His/her Superiors.

20. The Head of the Office ensures that the proposed resolution meets corporate guidelines and does not prejudice SSLRP IA in any unnecessary legal or financial manner;

- The Head of the Office documents the proposed action and discusses and agrees with the Facility Manager/Sister in Charge;
- The Head of the Office Discusses and reviews the solution from both the corporate and complainant viewpoint to ensure fairness and clarity;
- The review should include recognition and documentation of any underlying issues that have contributed to the complaint and recommendations for actions to prevent further occurrence;
- This should then be reviewed as part of the bi-monthly quality assurance reviews.

d. Respond to Complainant

21. The Head of the Office Provides the Complainant with the resolution within the timescales promised. The details of the findings and proposed resolution should be clearly explained (in written or verbal form as appropriate) to the complainant within the agreed timescales. If this cannot be done on time the Complainant should be contacted by telephone to request further time.

e. Follow up

22. The Head of the Office ensures that complaints are followed up to confirm that the complainants are satisfied with the response given.

- All Priority 1 complaints and 95 percent of priority 2 complaints must be followed up within a reasonable timescale;
- This will be carried out by the Head of the Office's office;
- The follow-up should identify the following: a) is the complainant satisfied with the response? b) Did they feel that their complaint was properly and fairly handled?
- Any negative responses to these questions should be referred to the Head of the Office for action and direct follow up with the complainant.

f. QA & Close

23. The Head of the Office must ensure that the facility is aware of the complaints and any underlying issues. Plan actions to remove these and prevent future recurrence. He/she then submits a monthly summary incident report to the SSLRP IA.

- All complaints should be reviewed monthly as part of the quality assurance review meetings.
- Any complaints where action can be taken to avoid recurrence must be acted upon and raised with the appropriate managers/teams across the said Office;
- A monthly summary incident report is submitted to SSLRP IA for record keeping and consolidation.



Investing in rural people

South Sudan

South Sudan Livelihoods Resilience Programme

Project Design Report

Annex: Annex 13 Draft KM Plan

Mission Dates: 20 August to 6 December 2020

Document Date: 01/03/2021

Project No. 2000002869

Report No. 5643-SS

East and Southern Africa Division
Programme Management Department

ANNEX 13 SSLRP Knowledge Management Plan

First draft (to be refined and validated at start-up)

Knowledge management: Definition

For the purposes of this strategy, Knowledge Management (KM) is defined as “a set of processes, tools and behaviors that connect and motivate people to generate, use and share good practice, learning and expertise to improve projects’ efficiency and development effectiveness”¹.

The present document is a draft plan developed to this end. After start-up, this draft should be completed and refined with support from IFAD. The KM strategy and plan will be validated by project stakeholders through a national workshop. The workshop will be an opportunity to refine the thematic focus and dissemination strategy of policy relevant studies, but also to better understand the key information needs for SSLRP to be successful.

Knowledge management: Goal, objective and activities

The **overall goal** of this KM plan is to support assembling and transformation of knowledge into better development results for poor rural people, and greater impact towards learning and adaptation for improved project performance, and enable SSLRP to develop, disseminate and use knowledge products.

In particular, the **specific objectives** of this plan are:

- Improve SSLRP's ability to generate, use and share the best available evidence and experiential knowledge to achieve higher quality operations, and greater visibility and influence in the development in South Sudan.
- To support learning, adaptation and improved project performance during implementation;
- To raise awareness among on the importance of adopting more climate-sensitive technologies and to gender and nutrition-sensitive practices.
- To improve the design of future projects in South Sudan and elsewhere based on the lessons learned from SSLRP;
- To influence policy processes and scale up successes and innovations;
- To raise awareness of project activities and results, and publicize successful experiences;

¹ IFAD, 2019

- To boost the project profile among decision makers;
- To engage with and inform rural people about project activities;

The **activities** will be implemented in four broad action areas: a) raising awareness on the importance of sustainable practices; b) producing policy-relevant material and sharing lessons on what works and what does not and; c) promoting SSLRP's visibility on climate, gender and nutrition issues in the national and international fora and publications.

- (a) **Promoting behavioural change:** Given the need of behaviour change to achieve SSLRP's objectives, KM efforts will primarily focus on awareness raising on in the areas of adoption of climate-sensitive technologies and practices, as well as nutrition and gender sensitive practices. This will be pursued through two main criteria:
 - (i) Yearly awareness campaigns, through radios, TVs and websites, aimed at promoting climate, gender, and nutrition sensitive behavior. The campaigns will include promotion of adoption of environmentally sustainable and climate resilient technologies; diversification of production and consumption practices as well as nutrition-sensitive cooking habits, and, gender sensitivity;
 - (ii) Sensitizations campaigns conducted using local fora such as schools, religious gatherings, community groups, Farmer Field Schools and other local gatherings to ensure that environment, climate, gender and nutrition messages are easily transmitted to the local people.
- (b) **Developing policy-relevant knowledge products:** these will enable the country programme to build a credible knowledge base of practical and actionable know-how that can be used to better address challenges of integrated catchment management. The dissemination of these policy-relevant materials will be focused on sharing lessons on what works and what does not. Key activities will include:
 - (i) development of three thematic studies;
 - (ii) production of briefs that highlight project results, key lessons learned, and stories from the field (notably on mobile apps for saving groups and on the use of drones for M&E).
- (c) **Ensuring visibility.** KM activities will aim at promoting SSLRP's visibility by developing a website for SSLRP and promoting SSLRP at international fora.

Knowledge management structure

KM will be the primary responsibility of the IA's M&E officer. The M&E officer will work in close collaboration with technical experts, state focal points and community facilitators to ensure that: i) M&E findings on project results are widely disseminated in a clear, synthesized, and interesting way; ii) knowledge products are backed up by solid M&E evidence (and therefore, the M&E system collects all data necessary for the envisaged knowledge products to be developed); iii) field visits to collect stories by the KM officer are also used for triangulating M&E data, and the way around; iv) case studies, stakeholder interviews and surveys, will be used to deepen the understanding of factors contributing to successes and failures, and to enable full documentation of impact.

SWOT analysis in the KM context

A SWOT analysis is a simple but useful framework for analyzing the Strengths, Weaknesses, Opportunities, and Threats that PMU may encounter, especially when about to start a new project or undergo a midterm evaluation, etc. It can also be used in project planning and eventually evaluation of its activities at various intervals.

This SWOT analysis helps in focusing on the main strengths and leverage them to pursue key opportunities and to avoid threats. The team can also become aware of its weaknesses which might need to be overcome in order to take the greatest possible advantage of potential opportunities available.

The table below is an example of SWOT analysis, to be completed/adjusted/completely modified at start-up and updated during implementation.

Table 1: SSLRP's KM SWOT analysis

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> Qualified IA human capital; Use of different dissemination tools, both traditional (radios, campaigns) and new (websites)- hard to reach areas that cannot be reached physically can receive these messages these remote methods. Translation of information into local languages- will make it easy for local people to understand and use the messages. 	<ul style="list-style-type: none"> Networking with other projects; Exchange of good practices with partners; Attract more young beneficiaries via social media; Use of local structures- beneficiary communities are familiar with local leaders, such as community facilitators, and these leaders better understand how to best communicate with the beneficiaries
WEAKNESSES	THREATS
<ul style="list-style-type: none"> limited availability of data; Weak M&E capacities at local government levels 	<ul style="list-style-type: none"> Poor coordination between government and project implementers

Stakeholders and audiences

SSLRP KM activities will be differentiated depending on the different audiences they aim to reach. The tables 2 and 3 below are examples of KM stakeholders/audiences and KM products that could be used to reach these. Both these tables are to be completed/adjusted/completely modified at start-up and updated during implementation.

Table 2: SSLRP KM Stakeholders.

Stakeholders	What do they want/need to know? What do we want to communicate to them?
Local <ul style="list-style-type: none"> ▪ Project staff ▪ Beneficiaries ▪ Local communities ▪ Local offices of government agencies and project partners 	<ul style="list-style-type: none"> ▪ Purpose and activities of the project ▪ Opportunities to partner, participate, or benefit ▪ Notifications about project events and meetings
National <ul style="list-style-type: none"> ▪ Project partners ▪ Other similar projects ▪ Government agencies ▪ Policy makers ▪ Civil society organizations ▪ General public 	<ul style="list-style-type: none"> ▪ Project results and impacts ▪ Experiences of beneficiaries ▪ Relevant lessons learned ▪ Results of successful pilots and trials of new technologies, crops etc. ▪ Guidelines and methodologies ▪ Results of studies, surveys and assessments undertaken ▪ Policy relevant lessons
International <ul style="list-style-type: none"> ▪ Donors/financiers ▪ Development agencies ▪ Communities of practice/interest groups ▪ Other projects 	

Table 3. SSLRP KM products

Products	What knowledge can they share and with who?
<ul style="list-style-type: none">▪ Stories from the field▪ Lessons learned▪ Project briefs▪ Policy briefs	<ul style="list-style-type: none">▪ Good for sharing information on project activities, results and lessons learned with a wide variety of audiences from beneficiaries to high-level decision makers.▪ Typically short (a few pages) and not too technical, but with enough detail to be useful or to encourage audience to seek out more information.▪ Where necessarily, translated into local languages for ease of use by beneficiary communities
<ul style="list-style-type: none">▪ Reports and studies▪ Technical guidelines▪ Working papers▪ How-to-do-note▪ Research publications	<ul style="list-style-type: none">▪ Addressing particular issues in significant detail, normally longer and more analytical and targeted towards audiences with specialist knowledge or interest in the topic.▪ Require considerable investment of time and resources to produce
<ul style="list-style-type: none">▪ Inputs to partners' publications▪ Inputs to government policies and strategies	<ul style="list-style-type: none">▪ Useful opportunities to put project knowledge into action and to use partners and government resources to leverage its impact and raise awareness of the project.
<ul style="list-style-type: none">▪ Articles (newspaper/magazine)▪ Blog posts▪ Newsletters	<ul style="list-style-type: none">▪ Useful for communicating information about project activities and results achieved and reaching a wide general audience.▪ Newspapers, websites and blogs are normally eager for content and are normally keen to publish interesting stories from projects.
<ul style="list-style-type: none">▪ Videos▪ Photos▪ Interviews	<ul style="list-style-type: none">▪ These make great content for the project to disseminate through social media – publishing videos and photos of project activities, beneficiaries, field visits etc. online is a good way to attract interest (it is advisable to get permission where necessary). Interviews often provide good soundbites for sharing through social media, perhaps together with links to longer articles or publications.

TOOLS

Useful KM tools and templates can be accessed on the IFAD KM Resource Centre, accessible through this link: <https://ifadkmcentre.weebly.com/integrating-km-in-projects.html>

Table 4: Template for Knowledge Management action plan

KM AREA	OUTCOME	STAKEHOLDERS/ TARGET AUDIENCES	OUTPUT (knowledge products)	DISSEMINATION CHANNELS/EVENTS	RESPONSIBLE	USEFUL /POTENTIAL PARTNERSHIPS	TIMEFRAME	BUDGET (USD)
Sensitization campaigns	Behavioral change in beneficiary communities towards employment of more climate-sensitive technologies, nutrition-sensitive and gender-inclusive practices	Beneficiary communities, project and government staff, local leaders	video documentaries, Radio messages, online messages, publications of success stories, awareness materials for climate, gender and nutrition sensitivity	Radios (channel X and X), video shows, religious gatherings, community groups, schools, newsletter, brochures, websites, Farmer Field Schools	M&E officer ² , technical experts, community facilitators from state focal persons and community facilitators and extension workers etc.	World Food Programme, Food and Agriculture Organization, National media; others	350 sensitization campaigns starting with 50 in year 1 and 100 in the 3 year	35, 000
State-level stakeholder consultations/feedback	Strong primary stakeholder engagement, greater awareness and understanding of project issues by stakeholders, acquisition of information needed for impact-oriented project management by project staff	Donors, Ministry of Agriculture and Food security (MAFS) staff, Civil Society Organizations (CSOs) and others interested parties	Publications of stakeholder workshop proceedings (magazines), technical reports on results and lessons learnt.	Stakeholder workshops, seminars and review meetings	M&E officer, component specialists, state focal persons and community facilitators	Partnership for Recovery and Resilience (the Partnership or PfRR) and others	15 workshops (1 workshop per state per year starting in year 2)	45, 000
County-level stakeholder consultations/feedback	Strong primary stakeholder engagement, greater awareness and understanding of project issues by stakeholders, acquisition of information needed for impact-oriented project management by project staff	County-level government officials and beneficiaries communities, local leaders	Publications of stakeholder workshop proceedings (magazines),	Stakeholders workshops, religious gatherings, community groups, newsletter, brochures, Farmer Field Schools	M&E officer, component specialist, county-focal persons and community facilitators	Partnership for Recovery and Resilience (the Partnership or PfRR)and others	25 workshops (1 workshop per county per year starting in year 2)	125, 000
Nutrition education	Beneficiaries increase production and consumption of diversified foods of high nutritional value	Household member and communities	Nutrition modules	Nutrition education sessions, community groups and schools, FFS	M&E officer, technical experts, nutrition specialist and community facilitators	World Food Programme (WFP), Food and Agricultural Organization	198 sessions with 18 sessions in year 1 and 36 sessions in each	39, 600

² M&E officer will double as M&E and KM officer

KM AREA	OUTCOME	STAKEHOLDERS/ TARGET AUDIENCES	OUTPUT (knowledge products)	DISSEMINATION CHANNELS/EVENTS	RESPONSIBLE	USEFUL /POTENTIAL PARTNERSHIPS	TIMEFRAME	BUDGET (USD)
						(FAO), institutions of higher learning and others	of the remaining 5 years	
Exchange visits	Synergies built with similar projects funded by other agencies and successful results shared with national and regional stakeholders	Donors, partner organizations, international audience	Publications of success stories and lessons learnt	Regional workshops, inter-organizational seminars	MAFS staff, beneficiaries, project staff	Countries in SSCT	6 visits, 3 visits in year 3 and another 3 in year 5	6,000