

Sudan

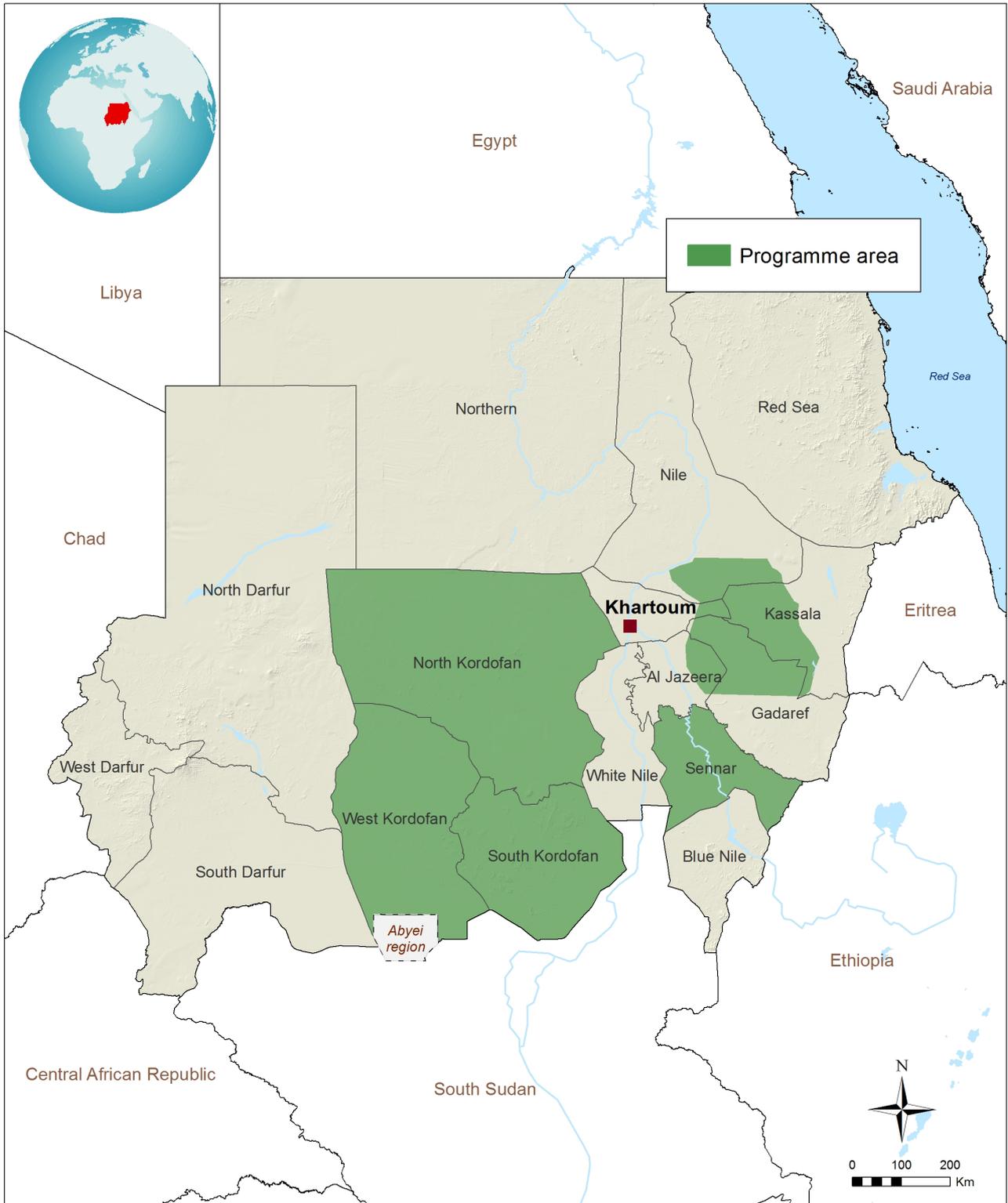
Sustainable Natural Resources and Livelihoods Programme

Project Design Report

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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.

Final status of the Abyei area is not yet determined.

Map compiled by IFAD | 31-05-2019

Abbreviations and Acronyms

AWPB	Annual Work Plan and Budget
BIRDP	Butana Integrated Rural Development Project
CAA	Central Accounts Assistant
CAADP	Comprehensive Africa Agriculture Development Project
CACC	Cluster Advocacy and Communications Committee
CAaA	Central Administrative Assistant
CAP	Cluster Adaptation Plans
CC	Climate Change
CCU	Central Coordination Unit
CD	Country Director
CDC	Cluster Development Committee
CDC	Community Development Committee
CDE	Community Development Expert
CDGO	Community Development and Gender Officer
CDO	Cluster Development Officer
CDT	Cluster Development Team
CIF	Community Investment Funds
CLASP	Community Livelihood Adaptation and Sustainability Plans
COSOP	Results Based Country Strategic Opportunities Programme
CPA	Central Procurement Assistant
CPC	Cluster Procurement Committee
CPCU	Central Project Coordination Unit
CPIA	Country Policy and Institutional Assessment
CPM	Country Programme Manager
CQ	Consultants' Qualifications
DA	Designated Account
DG	Director General
DPD	Deputy Project Director
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
FB	Fixed Budget
FFS	Farmer Field Schools
FI	Financial institutions
FM	Financial Manager
FMO	Forestry Management Officer
FNC	Forestry National Corporation
FR&A	Financial Reporting and Auditing of IFAD financed projects
GAM	Global Acute Malnutrition
GAN	Global Advisory Network
GDP	Gross Domestic Product

GHGs	Green House Gases
GoS	Government of Sudan
GP	Good Practice
Ha	Hectare
HCE	Higher Council of Environment
HH	Households
IAMDP	Integrated Agricultural and Marketing Development Project
IC	Individual Consultants
ICB	International Competitive Bidding
IPM	Integrated Pest Management
IPSAS	International Public Sector Accounting Standards
IRF	Integrated Risk Framework
IWRM	Integrated Water Resources Management
LCS	Least Cost Selection
LDCF	Least Developed Countries Fund
LEN	Local Extension Network
LIP	Livelihood Investment Plan
LMRP	Livestock Marketing and Resilience Programme
LTR	Letter to the Recipient
M&E	Monitoring and Evaluation
MAPS	Methodology for Assessing Procurement Systems
MARFW	Ministry of Animal Resources Fisheries and Wildlife
ME	Microenterprises
MFI	Microfinance Institutions
MKIO	M&E, KM and Innovations Officer
MoAF	Ministry of Agriculture and Forestry
MOFEP	Ministry of Finance and Economic Planning
MoIWR	Ministry of Irrigation and Water Resources
MPER	Ministry of Production and Economic Resources
MPPPW	Ministry of Physical Planning and Public Works
NA	Native Administration
NAC	National Audit Chamber
NAPA	National Adaptation Programme of Action
NCB	National Competitive Bidding
NEC	Network Executive Committees
NPSC	National Project Steering Committee
NR	Natural Resources
NRGF	Natural Resources Governance Framework
NRLG	Natural Resources Livelihood Groups
NRLIP	Natural Resources Livelihood Investment Plans
NRLMP	Natural Resources and Land-use Management Plans

NRM	Natural Resources Management
PD	Project Director
PFI	Partner Financial Institutions
PFS	Pastoral Field Schools
PIM	Project Implementation Manual
QBS	Quality Based Selection
QCBS	Quality and Cost-based Selection
RADO	Rural and Agricultural Development Officer
RPCC	Regional Policy Coordination Centre
RPS	Regional Policy Specialist
SAAA	State Administrative and Accounts Assistant
SACC	State Advocacy and Communications Committee
SAO	State Accounts Officer
SC	State Coordinator
SGCE	Senior Gender and Community Development Expert
SCSP	State Cluster Stakeholder Platforms
SDG	Sudanese Pounds
SECAP	Social Environmental and Climate Assessment
SIA	Senior Internal Auditor
SKCE	Senior Knowledge Management and Communications Expert
SLDE	Senior Livelihoods Development Expert
SMEE	Senior Monitoring and Evaluation Expert
SNRE	Senior NRM expert
SPA	Senior Programme Accountant
SPCU	State Project Coordination Unit
SPE	Senior Procurement Expert
SPO	State Procurement Officer
SPoO	State Policy Officer
SR	Stock Routes
SSC	State Steering Committee
SSNRMP	Sudan Sustainable Natural resources Management Project
SSS	Single Source Selection
SUDANIP	Sudan's National Agriculture Investment Plan
TA	Technical Assistance
UNCAC	United Nations Convention Against Corruption
US	United States of America
VDC	Village Development Committee
VSCG	Village Savings and Credit Groups
VWG	Vulnerable Women's Groups
WA	Withdrawal Applications
WRMO	Water Resources Management Officer
WSRMP	Western Sudan Resources Management Programme

YP	Young Professional
<i>hafir</i>	water storage structure
<i>jubraka</i>	gardens near the homestead
<i>wadi crossing</i>	bridge built over feeder roads

Executive Summary

Introduction: The Sustainable Natural Resources and Livelihoods Programme (SNRLP) aims to increase the food security, incomes and resilience of pastoralist, agro-pastoralist and small crop farmers engaging in joint natural resources (NR) governance and management and NR related businesses in targeted landscapes^[1]. Target households (HH) will increasingly adopt NR management practices, technologies and business models that enhance the quality and sustainable use of NRs, secures the access to NRs for vulnerable users and promotes building resilience of NR related livelihoods. The programme duration is six years. Target outreach is 120,000 households (HH) with 720,000 HH members.

Benefits: Around 84,000 HH (70%) will adopt environmentally sustainable and climate resilient technologies bringing 200,000 Ha of land under climate resilience management. Felling of 40,000 trees will be prevented and EUR 0.6 million will be saved by adoption of gas stoves by 10 000 HHs. Water availability to communities will be extended by 4 to 6 months per year during dry season through the construction/ rehabilitation and sustainable management of 242 hafirs, water points and other water harvesting structures, combined with rangeland management to avoid vegetation and land degradation around the water structures. Communities will earn EUR 2.7 million net income from selling water in 6 years. At least 8,000 livestock heads will gain weight by access to 40 tons of fodder produced by 9,000 HH, construction of 300 fodder storages, 5 mobile animal health clinics and services from 450 trained community animal health workers. Project supported activities will produce net income of EUR 62.5 million and increase the earnings of 84,000 HH (70%). At least 560 youth will find jobs as employees in new youth businesses. At least 10 public institutions at the federal, state and locality level will implement improved NRM related regulations and policies. At least 10 policies-relevant frameworks, decision supporting tools or knowledge products will be completed and 500 government staff members will be trained on Climate Change (CC) adaptation and NR governance.

Programme area: SNRLP will be implemented in nine States across the Butana region in the East, the Sennar Region in the South-East and the Kordofan Region in the West of Sudan. The nine States are the River Nile, Khartoum, Gazira, Gedaref and Kassala States in the Butana region; the Sennar State in the Sennar region and; the North, South and West Kordofan States in the Kordofan region. Additionally, SNRLP will engage with the White Nile and the Blue Nile States in the Sennar region regarding inter-state NR governance and regulatory issues.

Target group: SNRLP's principal target group will be poor smallholder farmers (50%), agro-pastoralists (30%) and pastoralists (20%). Within these groups, there will be special emphasis on the inclusion of youth (30%), women (50%) and vulnerable women headed households (14%). Additionally, within a given ecological unit, native administration authorities and other actors who are using the natural resource, such as larger farmers or enterprises, will be included in institutions and networks for improved governance and conflict management.

Ecosystem based cluster or network approach: Within the States, SNRLP will follow a cluster (term used in the on-going Livestock Marketing and Resilience Project (LRMP) and the Integrated Agriculture and Marketing Development Project (IAMDP)) or network (term used in the closing Butana Integrated Rural Development Project (BIRDP)) approach focusing programme interventions on a group of neighbouring communities that share and use a common ecosystem comprising rangelands, forests, water resources or farmland. Thus, the programme communities will be selected based on the shared ecosystem used by them and not necessarily according to the administrative boundaries of the localities in which they are situated. In the case the clusters or networks are crossing administrative boundaries all affected administrations will be involved. The cluster or network approach will ensure that all the communities in the cluster or network jointly adopt the programme supported measures for coordinated improvement of the status of the ecosystem of the cluster.

Programme phases: SNRLP will develop the clusters or networks in two phases, the integration phase and the scaling up phase: The *Integration Phase (Years 1 and 2)* will focus on developing and showcasing the achievements of the programme in around 50 'integration clusters' or networks in the nine programme States (5-6 clusters per State). SNRLP will catalyse rapid changes within these clusters by building on, consolidating and scaling up the promising NR related interventions of previous (WSRMP Kordofan and SUSTAIN Sennar) and/or on-going (BIRDP Butana, LMRP and IAMDP Sennar and Kordofan) projects in clusters and networks of communities. The integration clusters will become models of NR governance and management, showcasing the success stories and motivating other clusters or networks in the States to express interest in adopting the programme activities. The *scaling-up phase (Years 3 and 6)* will expand its outreach to an additional 100 clusters or networks which express interest in adopting the programme interventions (after witnessing the success of the integration clusters or networks) and fulfil a set of preconditions, demonstrating their preparedness for SNRLP implementation. SNRLP will implement its activities under two components (C1 and C2). C1 will focus on scaling up community-based NR management and businesses and C2 focusing on improving the institutional framework for upscaling community based NRM. Each component will have two sub-components (SCs)

C1: Scaling up community-based NR management and businesses: C1 will focus at consolidating and upscaling existing good practices in Sudan for empowering communities and networks or clusters of communities and build their capacities in land-use planning and NR governance and management, that takes into account climate change risks.

SC 1.1 related to community mobilization, NR and land-use management planning will support the development of an

estimated 1,000 Village Development Committees (VDCs), other relevant community organizations and networks or clusters of VDCs with the objective to strengthen their organisation in Cluster Development Committees or Network Executive Committees (CDC/NECs) and their land and NR governance systems and institutions. Support will be provided for mobilizing VDCs and CDC/NECs sharing NRs in common ecosystems and with common interests in addressing governance and management issues; participatory development of NR and land-use management plans (NRLMPs) for village networks or clusters; development of co-management arrangement for the "open access" common areas outside traditional village managed land (hema); land registration; mitigation and resolution of conflict over access to and use of NR; and the formulation of livelihoods investment plans (LIPs).

SC 1.2 will support the different interest and NRM groups to implement their LIP activities eligible within the areas of rangeland and livestock rearing; forestland conservation and related businesses; catchment and water point management; cropland development and climate adaptation in farming practices; and stock routes management and livelihoods of pastoralists. Within these categories SNRLP will provide technical assistance (TA) and seed capital financing for four ownership and investment types: i) public or common good investments managed by CDC/NECs or VDCs in partnership with NRLGs ii) common good investments for group enterprises managed by NRLGs, VSCGs or VWGs; iii) small start-up inputs for individual household owned production activities supported through NRLGs or VSCGs groups and iv) Community Investment Funds (CIF) managed by VDCs as revolving funds in particular supporting vulnerable women organized (VWGs) who cannot meet requirements for accessing micro finance institutions. SNRLP will support enterprise training and business development activities in the clusters or networks in order to develop the capacity of the groups and individuals to implement the NR related enterprises successfully. To support extension services to VDCs, CDC/NECs and various NR and common interest groups the SNRLP will scale up the good experiences of the BIRDP in engaging youth as extension resource persons and young professionals.

C2: Improving the institutional framework for upscaling community based NRM: This component will support institutional capacity strengthening and policy engagement from local to State and Federal levels in order to institutionalise and scale up proven community and inter-community land and NR governance and management models. It will build on models proven to secure access and benefits to poorer rural communities from previous IFAD projects and build on and complement the activities supported under C1. It will create an enabling environment for community institutions, native administrations, locality governments and civil society organizations to better engage in policy formulation and implementation processes at State and Federal level. Simultaneously, it will strengthen the capacity of the latter levels for facilitating these processes.

SC 2.1 focusing on strengthening of legal and policy framework will support a participatory review of land and NR governance policies and frameworks, establish an institutional structure for a comprehensive multisector and multilevel consultation and discussion process which will lead to the formulation of focused strategies and revision of policies and regulations. The component will also complement and support ongoing or proposed policy engagement processes supported by Federal and State government and other development partners, including in particular those of other IFAD supported projects, FAO, UNEP, UNDP, and the World Bank and national and international research institutions.

SC 2.2, building institutional capacities will focus on generating and disseminating knowledge products, fostering dialogue and establishing or supporting multi-stakeholder platforms. Training will be provided to public and private extension service providers and Locality, State and Federal government staff. Training will also be provided in knowledge management, communication, monitoring and impact evaluation for documenting and disseminating lessons from programme interventions.

Implementation structure: The Federal Ministry of Agriculture and Forestry will be the Lead Project Agency. A Central Project Coordination Unit (CPCU) will be established in Singa, in the Sennar State, in the office premises already developed by the SUSTAIN project. The CPCU's geographical location in the centre of the overall project area will facilitate its leadership and oversight of implementation activities. The key staff in the CPCU will comprise: 1) the Project Director (PD); 2) Senior NRM Expert (SNRE) as deputy PD and technical team leader of state-level technical staff; 3) Financial Manager (FM); 4) Senior M&E Expert (SMEE); 5) Senior Livelihood Development Expert (SLDE); 6) Senior Knowledge Management and Communications Expert (SKCE) 6) Senior Procurement Expert (SPE); 7) Senior Programme Accountant (SPA); 8) and Senior Internal Auditor (SIA).

SNRLP will establish nine State Project Coordination Units (SPCU) for implementing project activities in the nine states (Kassala, Al Gezira, Gadaref, Khartoum; River Nile Sennar, North Kordofan, West Kordofan and South Kordofan). A State Coordinator (SC) with strong experience in NRM will head each SPCU and will be assisted by: 1) Water Resource Management Officer (WRMO); 2) Forestry Management Officer (FMO); 3) Rural and Agricultural Development Officer (RADO); 4) Community Development and Gender Officer (CDGO); 5) M&E, Knowledge Management and Innovations Officer (MKIO); 6) State Accounts Officer (SAO); 7) State Administrative and Accounts Assistant (SAAA); and 8) State Procurement Officer (SPO).

SNRLP will also establish three Regional NRM Policy Coordination Centres (RPCC) one in Rufaa for the Butana region, one in Singa for the Sennar Region and one in El Obeid for the Kordofan region. The RPCCs will anchor the implementation of the policy, governance and regulations related activities the project. A Regional Policy Specialist will head each RPCC and will be assisted by State Policy Officers (5 in Butana, 3 in the Sennar - including officers responsible for Blue Nile and White Nile States, and 3 in Kordofan region).

Programme costs: Total programme cost including physical and price contingencies is estimated at EUR 77.7 million over a 6-year period. Component 1 on 'Up scaling community based natural resources management and businesses' represents 72.1% of the total programme costs and Component 2 on 'Improving the institutional framework for up scaling community based NRM' represents 14.4% of total costs. Project Management and Coordination represent 13.5% of the total programme costs. Out of the total programme cost of EUR 77.7 million, IFAD contribution is EUR 56.5 million (72.6%), of which EUR 45.2 million is grant and EUR 11.3 million is loan. An amount of EUR 1.8 million (2.3%) is GEF/LDCF grant. The remaining 19.5 million (25.1%) will be financed from domestic resources comprising Government contributions of EUR 11.7 million (15.1%), beneficiaries' contribution of EUR 4.5 million (5.7%) and private sector EUR 3.3 million (4.3%)

Sustainability: SNRLP's sustainability is embedded in its exit strategy and will be supported by a number of programme features. Community NRM institutions takes years to build/rebuild. Consolidating already existing institutions promoted by previous projects as an entrance is part of the project's sustainability promotion strategy. *Institutional sustainability* will be supported by the strengthening and developing partnerships between a range of community level institutions (CDC, VDC, NRLG, VSCG, VWG). Resource mobilisation by these institutions will strengthen their capacity to continue delivering the programme benefits even after closure. Their involvement in the management of the physical facilities developed using programme resources will contribute to the sustainability of these facilities. The engagement of the pastoralists in the development of the NRLMPs at the cluster level ensure that there is long-term solution to conflict between them and settled communities resulting in greater economic development. *Marketing sustainability* will be supported in partnership with the current IAMDP and LMRP projects which are involved in strengthening crop marketing services and livestock marketing services respectively (refer PIM). *Technical sustainability* will be achieved through the capacity building of the technical departments of the government dealing with relevant subjects. Additionally, the community level institutions along with the young professionals and business facilitators will be fully capacitated on the various technical aspects of the programme. Documentation and circulation of information about success stories and good practices will be carried out. Policy level interventions will remove regulatory gaps, policy overlaps, bottlenecks and support the sustainability of the NR management practices. *Environmental sustainability* will be achieved through the incorporation of measures to promote resilience to climate change and prevent environmental degradation in the NRLMP and LIPs.

1. Context

A. National context and rationale for IFAD involvement

a. National Context

1. **Population and income status:** Sudan's total area is around 1,886,000 km². It has 61 million ha of arable land, of which 17.4 million Ha (29%) are cultivated, 14 million Ha (23%) are pasture, and 21 million ha (34%) are forests. The population is 42 million, with annual growth rate of 2.5% (2018). About 65% of the population lives in rural areas.
2. **Economic conditions:** Decades of civil conflicts, mismanagement and trade and financial sanctions have weakened the national economy. The secession of South Sudan in 2011 resulted in the loss of three-quarters of the country's oil output, the primary source of government income. Dependence on agriculture has increased in the last few years due to reduced revenue from oil and above 80% of the labour force is engaged in agriculture. Although the Government of Sudan (GoS) has introduced reforms, e.g. more focus on agricultural sector development and the US lifted its sanctions on Sudan in 2017, the economy has failed to revive. Unsustainable fiscal deficits, inflation and capital flight persist. External debts around US\$ 52.4 billion or 111% of the GDP, GNI per capita at 2,380 US\$ (2017) and rural poverty at 58% make Sudan one of the poorest countries in the world. Despite the economic struggles the road infrastructure has improved, particularly connecting the major cities, though rural roads connectivity remains underdeveloped. Telecommunication systems meet modern standards and have grown rapidly even in the rural areas. Of late, the increasing economic pressures have resulted in widespread public protests and political uncertainties. Most at risk are small-scale farmers and livestock herders in the rainfed sector, landless and internally displaced people, households without assets and people in areas affected by drought and conflict.
3. **Fragility:** With a Country Policy and Institutional Assessment (CPIA) score at 2.47 Sudan is classified as a fragile country. Civil war and famine in South Sudan have caused 0.7 to 1.0 million refugees to seek safety in Sudan, putting pressure on already strained resources especially in the border States e.g. West and South Kordofan and White Nile. Most conflicts are between tribes over access to natural resources (NR). Previously, the communities mitigated such conflicts through effective local governing bodies called Native Administration (NA). However, with changing policies over time the strength of the NAs has been compromised without other effective systems replacing them leaving local communities without alternative ways to manage and resolve conflicts. Currently, there are multiple parallel systems for NR management and governance resulting in confused land tenure arrangements, inconsistencies in laws and policies and unclear institutional arrangements leaving user rights open to dispute and sometimes causing severe conflicts.

4. **Poverty (SDG1), food insecurity SDG2):** Sudan ranked 167 out of 188 countries on the Human Development Index (2015). The National poverty level is at 46% (18.5 million). Rural poverty is much higher at 58% and is more pronounced in the rainfed sector due to droughts, isolation from markets, poor infrastructure, and lack of management and governance of NR leading to overuse, degradation and conflicts. Additional pressure on smallholder's access to land and resources comes from expansion of mechanized farming and mining activities in the landscapes traditionally used by smallholder agropastoralist communities. Households (HHs) with small herds and small scale rainfed farms suffer most from food insecurity in the case of losses. There is an inherent sensitivity to rainfall amounts, making climate change a critical factor affecting the economy, livelihoods, and food security. The other causes of poverty and food insecurity include, moderate NR management and governance legislation coupled with poor enforcement and lack of employment opportunities.
5. **Social conditions:** Domestic water supply in rural areas depends on the resources available and can comprise access to piped water, deep wells and hand pumps. Rainwater and other sources of drinking water reflect the lack of groundwater availability. Sanitation conditions are often poor. People with no toilet facilities represent over 50% of the population. The most common toilet facilities, where they do exist, are traditional pit toilets. Most of the population – except in isolated areas – do have access to some basic medical facility, maintained by the local authority and in many cases supported by UNICEF and NGOs. Large urban centres have hospitals that are operated by the respective states' Ministry of Health. The outreach of the medical facilities is relatively good, staffing levels – and levels of training – and equipment and supplies in most cases are unsatisfactory.
6. **Smallholder agriculture:** Agriculture is predominately rain-fed and pastoralist oriented. Pastoralism is widespread and contributes 60% of the total agriculture revenue through livestock exports. Cotton and gum arabic are the major agricultural exports. Sorghum and millets are the principal food crop. Sesame and groundnuts are consumed locally and also increasingly exported. Rainfed farming systems suffer from low and variable productivity due to erratic climatic conditions, inappropriate tillage and soil and water conservation practices and weak or no management of shared rangeland and forest resources leading to reduced soil fertility, land degradation and in some areas desertification.
7. **National strategies and policies:** The GoS has focused on agricultural development to compensate for the loss of oil revenues after the independence of South Sudan in 2011. The GoS is implementing an Agricultural Revival Programme and an Integrated Solutions to Agricultural Sector Programme at the National level. These programmes are focused on crop production for the Sudanese economy. The GoS also passed the 'Rangelands and Fodder Resources Development (Rationalizations) Act in 2015, enabling rural communities to register common rangelands (and in some cases common forestland) as part of reinstalling joint governance and management. Nevertheless, sustainable management of rangeland resources needs more attention. Agro-pastoralism and pastoralism have not received due focus although the secession of South Sudan has multiplied the rangeland management and mobility related challenges.
8. **Recent political developments:** Despite the political tensions after ousting the former president in April 2019, IFAD's counterparts in the line ministries have proved to be reliable partners. Irrespective of the changes at the high political level, requests and communications from the IFAD Country Office (ICO) have been treated with priority, the debt repayment has been processed as scheduled and the projects are being implemented with minimal disruptions. Sudan is open to three broad political scenarios:
 1. A peaceful and consensual transitional process: Across the current political spectrum, future elected governments are likely to support IFAD's operations in the country.
 2. The Transitional Military Council (TMC) continues to rule: Little impact on IFAD's operations given the TMC's commitment to ensure the functionality of governmental services.
 3. The worst-case scenario implies the start of armed conflicts: The continuation of the IFAD portfolio in Sudan should be reassessed. This scenario is, however, unlikely because of the international community stance against it.
9. **Contingency plan:** As the deal engaging political parties and the TMC is about to be finalised, details being fine-tuned and the international community supporting closing the deal, it is unlikely that the worst-case scenario will take place. Nevertheless, should this happen, the proposed plan would be to delay the submission of the SNRLP to EB until the situation has been resolved.

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

10. **Climate Change (CC):** CC is a major environmental challenge with an on-going trend towards drier climatic conditions. A survey in the Butana region found that 94% of pastoralists believe that the quantity and quality of tree/shrub cover has deteriorated to a level which is insufficient to feed their animals. Satellite image analyses and scientific data on recent changes in climate conditions are strongly consistent with the pastoralists' perceptions. This situation is attributed to the combined effects of temperature increase, rainfall decrease, overgrazing, tree cutting for charcoal production, and lack of effective and inclusive resources governance. Urgent adaptation interventions are needed to mitigate the CC impacts, namely building local knowledge on climate change risks and adaptation options,

effective and inclusive resources governance systems able to mitigate climate change risks in resources management, rehabilitation of tree/shrub rangelands, up- scaled adoption of water harvesting and soil water conservation systems, and the diversification of livelihoods.

11. **Gender and youth:** Youth constitute 23% of the total population and 21% of poor. Around 55% of youth, aged 15 to 24, are poor. Rural youth do not have sufficient employment opportunities and lack the skills (business management and technical) and access to finance to start and run their own businesses. Women contribute to the household's wellbeing and food security. Their specific responsibilities include: (i) farming on the HH fields with their husbands and on the jubraka land (around 2 feddans(0.84 Ha) of land where leafy vegetables, tomatoes, cowpeas, okra, millet and maize for both HH consumption and sale are grown); (ii) all HH work, e.g. preparing food, collecting firewood and fetching water; (iii) childcare; (iv) rearing small animals; and (v) petty trade. Women control cash income from petty trade, poultry rearing and selling jubraka crops. Both, rural women and youth are affected by high rates of illiteracy, persisting gender inequalities perpetuated by the customary law, and early marriage limiting women's liberty and opportunities for self-determination and engagement in income generating activities.
12. **Nutrition:** Sudan is rated 112 out of 119 countries in the Global Hunger Index indicating fragile food and nutrition security and widespread undernourishment. There are 5.5 million (13%) food insecure people and 80% of them are unable to afford their daily food need. Chronic malnutrition rate is at a staggering 38%. Under-nutrition is serious with over 16.3% of the population in the global acute malnutrition (GAM) category. Around 58% pregnant women are anaemic resulting in high rates of wasted (low weight-for-height) and stunted (low height-for-age) children. Sudan is one of the 14 countries with 80% of the world's stunted children. Over 2.2 million children less than five years are stunted and face high risk of dying from infectious disease. Six (Kassala, Gezira, Khartoum, River Nile, Gedaref and Sennar) out of the nine SNRLP States are amongst the top nine non-conflicted States with acute malnutrition.

c. Rationale for IFAD involvement

13. *SNRLP addresses the main drivers of fragility, rural poverty and food insecurity.* The GoS and IFAD held a COSOP Review Workshop in November 2017 in which Natural resources management (NRM) and building resilience to CC were identified as the top priorities for focusing pipeline projects in the remaining duration of the COSOP. The main reasons provided for these priorities are resulting from the analysis of the main drivers of rural poverty and food insecurity [2]. These reasons include: Land-use in Sudan is dominated by grazing, high rate of degradation and conversion of parts of forestland into rangelands; NA systems are eroded and the legal and regulatory framework is insufficient for effective NRM; the livelihoods of smallholder farmers, pastoralists and agro-pastoralists communities are at risk due to increased variability in rainfall and encroachment of pastures and forests by mining and semi-mechanized crop farming on rangelands and stock routes; the separation of South Sudan has restricted mobility of pastoralists and created a vulnerable population of internally displaced people and increased pressure on NR in some areas; and competition and conflict over land and NR is the major destabilizing factors and source of chronic poverty in rural areas.
14. *IFAD's comparative advantage from working in other arid and semi arid regions.* IFAD's comparative advantage for supporting the GoS in addressing the above mentioned challenges comes from its solid experience in working with development partners and vulnerable pastoral and agropastoral communities in other semiarid and arid areas in the region (e.g. Ethiopia, Chad, Djibouti, Tanzania) where livelihoods are dependent on the sustainable use of fragile ecosystems and NR.
15. *IFAD current portfolio in Sudan:* (i) LMRP works, with a seven-year implementation period since March 2015, to revive the livestock industry, optimize the use of a diminishing natural resource base under threat from climate change and address widespread rural poverty. Activities of the community-led natural resource management and enhanced adaptive capacities have proved to be particularly successful, and can provide guidance to the launching of the SNRLP; (ii) IAMDP aims, with a six-year implementation period since February 2018 and a specific climate change-dedicated subcomponent, at promoting home garden (jubraka) cultivation for enhanced nutrition and food security. While the project is too young to showcase lessons, an exchange between the IAMDP and the SNRLP is envisioned to ensure respective synergies; (iii) BIRDP, launched in 2008 and scheduled for completion in September 2019 after additional finances were acquired in 2016, established functional water structures and improved water harvesting and agro-forestry systems; (iv) Under the auspices of BIRDP, the ICSP constitutes a complementary project, partially financed by a Global Environmental Facility (GEF) grant, which works, since March 2015, to promote a climate friendly rural development path by increasing carbon stocks and reducing Green House Gasses (GHG) emissions. With afforestation activities at the heart of the project, the ICSP is currently elaborating its exit strategy ensuring that its lessons and best practices will inform the SNRLP.
16. *Previous projects' experience of tangible successes in NR governance and management at community level (lessons learned next section).* SNRLP will consolidate and scale up the community and intercommunity based approaches that were applied successfully by other development partners and IFAD co-financed projects for effective NR governance and management at the community level. Some examples of tangible results from these projects include: the construction and setting up management arrangement of 230 hafirs, water yards and hand pumps benefitted 19 000 HH and led to 48% of the communities reported increase of land under vegetable production and 76%

increase in school enrollment (BIRDP); 26,000 ha of community rangeland reserves and 3000 ha of community forestland established and successfully managed by networks of communities (BIRDP); 4400 km of stock routes demarcated in Kordofan and setting up of 5 active conflict resolution centers able to solve 90% of reported conflicts (WSRMP); increased dry season fodder availability through hay bailing, production of fodder crops and conservation of forest lands extending milk production into dry season and increasing the weight gain rate in off-springs (reported by beneficiaries in BIRDP and WSRMP).

17. *Need for improving higher level NR governance frameworks.* The previous IFAD co-financed projects have also sought to build from these community successes, take into account the barriers encountered and support consultations and discussions at the state and interstate levels for how to improve the wider NR policy frameworks. This has led to the development of instruments for NR governance, such as the Natural Resources Governance Framework for the Butana Region and the Land-use map for the Sennar state (SUSTAIN project). However, institutional capacities for their implementation are still to be built. The SNRLP will, in addition to continuing the consolidation and scaling up of the community and intercommunity based approaches, take on the challenge of engagement at higher levels of governance in collaboration with government and other development partners.
18. *Support the sustainability of the livelihood development activities of other ongoing IFAD co-financed projects in the programme area:* Other IFAD co-financed projects, LMRP and IAMP, are active in the rainfed areas in Kordofan, Butana and Sennar regions where SNRLP will be implemented. These projects focus on livelihood improvement of target households through livestock fattening, agricultural production and marketing support. However, limited investments in the sustainable management and resilience of NR by these projects can adversely affect the sustainability of the livelihood development activities. Also, sustainable NRM requires investments over a longer period of time. Where relevant, SNRLP will support the ecological clusters which includes communities supported by other IFAD projects, building on the investments of the earlier and on-going projects and securing the sustainability of the livelihoods development activities promoted by these projects.

B. Lessons learned

19. NR are an important platform where competitive livelihoods and societies can be integrated and brought together into collaborative and cooperative processes that tend to diffuse social tension while addressing priority livelihood issues and interests. The networks and the co-management experience that provided for the inclusion of pastoralists in the mainstream community development process are typical examples. Various IFAD co-financed and other projects have concretely demonstrated that targeted communities are active agents of change. In spite of the overwhelming odds working against them, they reflect strong determination to enhance the quality of their NR and to rebuild their lives. In short, the complex management of NRs and conflicts over resources can be achieved at community and inter-community level when issues of ownership, eligibility, allocation of power to manage and control, and the sharing of benefits from NRs are addressed. E.g.:
 - The Butana BIRDP experience shows that the establishment and formalization of community-based networks for NRM is a Good Practice (GP) for fostering community dialogue around sensitive topics like NRM; improving land-use planning, management and governance of access to resources for all users; equitable distribution of resources through communities participation in decision-making and empowerment of women and youth groups. The networks has shown ability to grow also after project support ended.
 - When rural communities become aware of existing legislation (e.g. the 2015 Range and Pastures law), they secure land rights and improve their livelihoods.
 - In Kordofan, home to many different ethnic groups, the WSRMP supported co-management of NR and stock routes by establishing conflict resolution centres and investing in water points. These interventions resulted in different forms of collaboration between pastoralists and rainfed farmers and contributed to social cohesion and peaceful co-existence.
 - Community mobilisation around land-use mapping, formalising access and user agreements, and joint rehabilitation and management of shared resources may reduce conflicts and increase benefits for all users comprising pastoralists, agro-pastoralists, smallholder crop farmers, women and youth. Community mobilisation includes mobilisation of Village Development Committees (VDC), and formalised networks (BIRDP) or clusters (LMRP) of VDCs.
 - Involvement of mobile pastoralist communities in all stages of land-use governance and management is crucial. However, securing livestock corridors and resolution of conflicts with settled communities cannot solely be done by community networks or clusters and must involve interstate level collaboration and regulation.
 - Access to water for all uses is a key challenge for rural communities and there are good business models for community managed water harvesting infrastructure where water fees can cover the management, maintenance and investments in other community services. However, if water provision becomes too much of a business it also increases the risk of elite capture and demand for water infrastructures beyond the actual need of the local communities which will attract users and their animals from outside leading to overuse and degradation of the vegetation and land in the surrounding area and conflict over resources may erupt. Establishment of water-points, therefore, needs careful pre-analysis with the communities and the establishment of water and catchment management arrangements.

20. There is a serious need for addressing land-use governance from the higher state, interstate and federal levels. Experiences show that higher State, interstate and federal intervention is needed: i) for institutionalizing the community-based practices and for securing their sustainability and further scaling up; ii) to prevent the lack of governance and degradation of vast areas of rangelands in Sudan which are under an open-access regime (common land) outside the jurisdiction of communities (access to these common rangelands are crucial for agro-pastoralists and pastoralists communities often moving across state boundaries for seasonal grazing); iii) to prevent the encroachment of the common rangelands and the blocking of the stock routes by mechanized farming investments and settled communities. Many of the good examples on agreeing, formalizing and demarcating the corridors (e.g. by LMRP, building on a previous World Bank supported experience), will only become sustainable when effectively protected against incidences of encroachment by mechanized farming. The SNRLP will therefore engage also at higher levels of governance using the experiences and empowerment in NR governance by community networks and clusters as a push factor from below.
21. Experience from the formulation of the Butana NR Governance Framework shows that a such strategy is possible. Building on the empowerment and NR governance capacities of the networks, the BIRD project facilitated a series of NR fora in a bottom-up approach with the objective to put the different NR governance and tenure issues encountered by the networks at the right level of governance and resolution. This process started with NR fora between the Localities and the community networks dealing with issues the networks cannot solve on their own. Subsequently, issues also out of the capacities of the Localities were brought to NR fora at the state level with participation of the different sector administrations. This NR fora process has been an attempt to push the government administrations at the different levels to play their role in creating integrated solutions for NR governance that work for local communities and vulnerable groups. It has culminated with the Butana NR Governance Framework agreed between the five concerned states which now needs to be implemented.
22. Women's groups can generate significant internal capital through disciplined savings and profits earned on investments and are willing to invest their funds in collective NR improvement activities. In WSRMP and LMRP some of these groups in partnership with the CDCs, pooled their surplus funds to invest in the improvement of water resources and water supply initiatives. The economic success of the women's groups has stimulated the development of men's groups with active savings behaviour. SNRLP will capitalise on these lessons and promote savings culture, internal capital generation and investments of group funds in profitable NR related activities.
23. In the absence of seed capital support, the adoption of innovative technologies and starting up microenterprises (ME) to diversify smallholders' livelihoods is very challenging. Although previous projects (WSRMP, SUSTAIN) successfully tested innovations, e.g. water-saving technologies, brick housing, their adoption was constrained by smallholders' lack of access to finance. Financial institutions (FI) have limited rural outreach and mainly support traditional activities such as livestock production (70-80%) crop production (10-15%) and ME/trading (5%). FIs are particularly cautious about financing start-up businesses due to high risks and lack of suitable products. Short-term credit offered at 24-36% profit margin discourages smallholders from borrowing to start-up MEs that generate limited returns at the beginning. In this environment, total dependence on FIs to support start-up business arrangements was a major bottleneck in projects like SDP. SNRLP will offer seed capital support for start-up NR based MEs in collaboration with partnering financial institutions (PFIs). The share of the PFIs will be very limited at the beginning and increase gradually to support the growth and scaling up of the MEs.

2. Project Description

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

Programme goals and objectives

24. **Programme goal:** SNRLP's goal is to increase food security, incomes and resilience of pastoralist, agro-pastoralist and smallholder crop farmers engaging in joint NR governance and management and development of related businesses in targeted landscapes.
25. **Development objective:** The SNRLP's development objective is to increase production, secure access to NRs for vulnerable users and improve the sustainability of NR related livelihoods through scaling up community based NR governance and management practices, technologies and business models. The development objective is in line with the IFAD and Sudan RB COSOP SO1 as it focuses on the restoration of the ecosystem, the resilience of farming systems and communities to climate change impacts and target groups access to basic agricultural services. It is also aligned to SO2 by promoting diversification in smallholder livelihood systems, strengthening and capacity building of community institutions, producers, women and youth and promoting target groups' access to rural financial services.
26. **Programme duration:** The duration of the programme is six years.

27. **Programme outreach:** SNRLP will reach at least 120,000 target HHs organised in 5,500 NR related groups across 1,000 VDCs and 150 clusters or networks. At an average of 6 members per household, the programme will benefit 720,000 HH members.
28. **Key impact indicators:** The key impact indicators are; i) 10% decrease in severe and acute malnutrition in children in the target area as a proxy indicator for improved food security; ii) 84,000 HHs (70%) with increased income from access to SNRLP services; iii) 72,000 HHs (60%) with an increased score in the resilience scorecards; iv) 84,000 HHs (70%) adopting environmentally sustainable and climate resilient technologies and practices; v) 72,000 HHs (60%) with improved access to land, forests and water bodies for production purposes; vi) 84,000 HHs (70%) with increased milk, meat, crop or forest produce; vii) 72,000 HHs (60%) with their ownership/user rights registered in national cadastres or geographic information management systems; viii) 72,000 HHs (60%) reporting reduction in disputes over NRs; ix) 84,000 HHs (70%) reducing time spent in collection fuelwood or water; x) 793,972 Ha of land brought under climate resilient management practices; xi) 20 policy-relevant NR management knowledge products/frameworks completed; xii) Nine multistakeholder platforms functioning at the State level; xiii) 500 government staff trained on CC adaptation and NR governance.

Geographic area of intervention

29. SNRLP will be implemented in a total of nine States across the Butana region in East, the Sennar Region in the South-East and the Kordofan Region in the West of Sudan. The nine States are the River Nile, Khartoum, Gazira, Gedaref and Kassala States in the Butana region; the Sennar State in the Sennar region and; the North, South and West Kordofan States in the Kordofan region. Additionally, SNRLP will engage with the White Nile and the Blue Nile States in the Sennar region regarding inter-state NR governance and regulatory issues concerning stock routes.
30. These States have high incidence of poverty ranging from 26-60% and malnutrition varying from 14-20% (refer PIM, annex 2). The rural communities in the rainfed parts of these States are highly vulnerable to climate and economic shocks as the NR base in these areas is under pressure from increasing population, high usage for livelihoods, lack of regulation, mismanagement, unregulated mechanised medium to large scale farming, incursions of large herds owned by wealthy farmers and CC, leading to drier conditions (refer PIM for more details). These factors have a particularly adverse impact on smallholder farmers, agro-pastoralists and pastoralists whose livelihoods depend on NR.
31. SNRLP will build on and upscale the positive NRM related experiences of mainly three previous IFAD projects (BIRDIP, SUSTAIN and WSRMP) that were active in these regions over the last decade. In addition it will consolidate NRM components of the on-going LMRP and the IAMDP project.
32. **Cluster/network approach:** Within the States, SNRLP will follow a cluster or network approach focusing programme interventions on a group of neighbouring communities that share and use a common ecosystem comprising rangelands, forests, water resources or farmland. Thus, the programme communities will be selected based on the shared ecosystem used by them and not according to the administrative boundaries of the localities in which they are situated. The cluster/network approach will ensure that all the communities in the cluster/network jointly adopt the programme supported measures for coordinated improvement of the status of their ecosystems. SNRLP will develop around 150 clusters/networks consisting of 5-10 communities (refer PIM for more details). The expected distribution of the clusters or networks in the three regions is presented below.

Table 1: Distribution of clusters

Region	States	Villages	Clusters	Av. village per cluster	village per state
Butana	5	400	30	13	80
Kordofan	3	500	100	5	167
Sennar	1	100	20	5	100
Total	9	1,000	150	23	

33. In the Kordofan region, the programme clusters/networks will be developed mainly around the stock routes. In the Butana region, they will be defined around the networks already supported by the BIRDIP. In the Sennar region,

these will be developed around the existing clusters formed by LMRP.

34. **Inclusion of previous IFAD project supported communities:** Most clusters or networks will developed around 1-2 nucleus communities which have already received support from recent IFAD projects related to livestock development and crop production, adding more communities to cover shared resources and ecosystems. Consequently, 40% of the 1,000 programme communities will be previously supported IFAD project communities and the remaining will be new communities. SNRLP will not duplicate the past investments in the previous supported communities. Instead, it will capitalise on these investments consolidating social infrastructures and strengthen the NR governance and management mechanisms to enhance the benefits and sustainability of previous projects interventions. These clusters will become models of NR governance and management, showcasing the sustainability of previous investments and acting as catalysts for change for other clusters.
35. **Programme phases:** SNRLP will develop the clusters or networks in two phases. In the *Integration Phase (Years 1 and 2)* the SNRLP will focus on developing and showcasing the achievements of the programme in around 50 'integration clusters/ networks' in the nine programme States (5-6 clusters per State). SNRLP will catalyse rapid changes within these clusters by building on and scaling up the promising NR related interventions of previous projects in 1-2 communities, e.g. existence of strong VDCs, Community Development Committees (CDCs), Village Savings and Credit Groups (VSCGs), previous investments in rehabilitation of water points, strong presence of Partner Finance Institutions (PFIs), etc. The integration clusters will become models of NR governance and management, showcasing success interventions and motivating other clusters or networks in the States to express interest in adopting similar interventions. In the *Scaling-up phase (Years 3 and 6)* the SNRLP will expand its outreach to an additional 100 clusters or networks with interest in adopting the programme interventions and in fulfilling a set of preconditions, demonstrating their preparedness for SNRLP implementation. (refer PIM for more details).
36. **Target groups:** SNRLP's principal target group will be poor smallholder farmers (50%), agro-pastoralists (30%) and pastoralists (20%). Within these groups, there will be special emphasis on the inclusion of youth (30%), women (50%) and vulnerable women headed households (14%). However, within a given ecosystem, other actors who are using or influencing the use of natural resource, such as NA authorities, larger farmers or enterprises, will be included in institutions and networks for improved governance and conflict management.
37. **Smallholder farmers:** Smallholder farmer HHs which are cultivating up to 15 feddans (7.14 ha) and are highly dependent on NRs (range, crop and forest land and water resources). Their livelihoods are greatly affected by the deterioration in the status of these NRs and poor HHs face food insecurity for 5-6 months a year arising from low agricultural productivity. Around 50% of SNRLP target group will be smallholder farmer HHs. SNRLP will assist to improve their income through: i) adoption of soil and water conserving techniques and climate resilient cropping practices; ii) improved access to water supply during the dry months; iii) savings practices, access credit and seed capital for improved or new livelihood activities; and iv) access to extension advice.
38. **Agro-pastoralists:** Agro-pastoralist 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 challenges in accessing grazing areas, productivity of their animals, access to animal feed supplementation and veterinary services. Around 30% of SNRLP target group will be agropastoralist HHs. SNRLP will assist them to gain better access to fodder and improved animal health services. The development and implementation of NR governance and management framework by the clusters/networks will improve the quality of the rangelands and forest fodder buffers and the health and productivity of their livestock.
39. **Pastoralists:** Pastoralists are highly mobile mostly without farming practice and depend on NRs such as common rangelands, agricultural residue from farmland and water resources. Pastoralists face challenges such as blocked stock routes; loss of open access grazing areas; water shortage and primitive shelters in the stock routes; livestock health issues and conflicts with agriculturalists. Around 30% of SNRLP target group will be pastoralist HHs. SNRLP will support them to diversify their livelihoods by adopting a range of pastoralists' enterprises such as milk production, processing and handicrafts making and selling. Pastoral field schools (PFS) and start-up packages for supporting pastoralists enterprises will be provided. Stock route development activities will provide the pastoralists with better access to animal, health care and other services along the way. Their engagement with rural institutions and access to conflict resolution centres will reduce conflict with settled communities.
40. **Women:** *In smallholder farmer HHs*, women are involved in the use of NRs through their involvement in crop production, livestock care and regular HH activities. They carry out farming in the HH fields (jubraka, 2 feddans/0.9 ha), collect and sell forest produce, make handicrafts and practice petty trading activities. In agro pastoralist HHs women are more involved in livestock related activities taking care of the young animals, milking and dairy processing. Despite their heavy work burdens, women face discriminatory social norms leading to early marriage, domestic violence and low levels of participation in decision-making at all levels. Women pastoralists are vulnerable due to fewer livelihood alternatives, limited healthcare services and travel restriction in certain areas due to security concerns. Women will constitute 50% of SNRLP target group. SNRLP will support a range of women specific NR activities e.g. jubraka farming, home gardens, nurseries. Women will be involved in savings groups and provided seed capital and access to credit to engage in a range of enterprises. Their access to gas stoves will replace

dependence on firewood and will ease their work and also reduce the pressure on the NRs. Nutrition awareness training will be provided to women.

41. **Vulnerable women headed households:** Women-headed households include women left by/divorced from the husband, women in polygamous households who are no longer supported, widows, single women responsible for dependents, married women whose husband is incapable of functioning as an income earner, married women who have been abandoned by their husbands for any reason. Out of the 50% outreach to women, around 14% will be vulnerable women headed households. They will receive special support through access to revolving funds for gas stoves and jubraka farming.
42. **Rural youth (18-35 years), particularly unemployed young women and men** Most opportunities for young people in rural areas are linked to agriculture. Rural unemployment is high due to limited education and skills, lack of capital and lack of employment opportunities. Young men aspire to engage in activities such as mechanized agriculture, animal fattening, shops and trades, hotels etc. Young women aspire to engage in teaching, tailoring, arts and crafts, restaurants, food processing, poultry keeping, livestock fattening. Around 30% of SNRLP target households will be youth. SNRLP will promote youth involvement in crop, fodder and forestry development activities. Youth groups' will partner with the VDCs in community water management services, rangeland management services, machinery services and storage services. Access to seed capital financing and credit will support youth engagement in enterprises promoting sustainable use of the NRs.
43. **Targeting strategy:** In order to ensure the inclusion of the target households, especially the social inclusion and empowerment of women, youth and pastoralists SNRLP will adopt geographic targeting, self-targeting and direct targeting measures.
 - *Geographical targeting* measures will be adopted to reach those areas with higher concentration of target households (refer to previous section);
 - *Self-targeting* measures offering activities suitable enough and of interest to the target households will be ensured through participatory formulation of Natural Resources and Land-use Management Plans (NRLMP) and Livelihood Investment Plans (LIP) the two key planning and investment tools for the clusters or networks and the communities. Participatory development of these planning and investment tools will ensure that the activities which are identified correspond to the priorities and capacities of the programme target group; Self-targeting will be facilitated through use of gender-sensitive delivery systems (e.g. delivering training at village level), capacity-building tailored to the needs of women, youth and pastoralists and an on-going consultative process with beneficiaries through committees and forums;
 - *Direct targeting* of the target households will aim at achieving the outreach targets of 50% small-holder farmers, 30% agro-pastoralists, 20% pastoralists, and overall 50% outreach to women and 30% outreach to youth. The nature of the activities that will be supported through direct targeting has already been highlighted in the earlier section on target groups. Direct targeting will start with the development of the NRLMP and LIPs wherein programme resources will be allocated to achieve the above mentioned outreach targets through different programme supported activities. The targeting matrix summarising the targeting strategy is presented below.

	Target households <i>(smallholders, agro-pastoralists, pastoralists)</i>	Women	Youth
Geographical targeting	Programme areas selected with - high incidence of poverty ranging from 26-60%; Acute malnutrition ranging from 14-20%; - high dependence of small-holder farmers, agro-pastoralists and pastoralists on NR; - vulnerable NRs due to increasing population, high dependence on NR for livelihoods, lack of regulation, mismanagement , etc.		

<p>Self targeting</p>	<p>- Programme activities focused on NR related actions will be adopted by target groups due to their high dependence on NRs.</p> <p>- Participatory development of NRLMP and NRLIP will tailor programme activities according to the needs of the target group</p>	<p>- Support to jubraka, home gardens and nurseries favours the involvement of women.</p> <p>- Support to village savings and credit groups favours women's inclusion</p> <p>- Introduction of microirrigation, domestic water supply etc, will reduce drudgery of women</p>	
<p>Direct targeting</p>	<p>- 50% smallholders</p> <p>- 30% agro pastoralists</p> <p>- 20% pastoralists,</p>	<p>- 50% women quota for seed capital financing of NR related enterprises</p> <p>- 100% support to women for home gardens, nurseries and jubrakas</p> <p>- 100% revolving fund support to vulnerable women for jubrakas and gas stoves</p> <p>- Savings and credit groups, nutrition awareness training</p>	<p>- 30% youth quota for seed capital financing of NR related enterprises</p> <p>- 100% support to youth for 4,200 youth enterprises</p> <p>- 50% youth groups involvement in management of water supply, machinery services and community storage services</p>

44. **Implementation of the targeting strategies:** SNRLP will conduct sensitization of implementers and policy makers to the strategic interests and needs of women, youth and pastoralists, quotas to ensure their representation in programme-related decision-making bodies and committees and in programme-related activities. The M&E system will incorporate smallholder HH, agro-pastoralist, pastoralist, gender, youth disaggregated indicators. The NRLMPs will include socio economic details of each HH which will be used to determine their eligibility for programme support and also for tracking the changes in their socio-economic standards over the programme lifetime. Women and youth participation in community institutions will be improved through quotas for their participation in VDC and CDCs, NRM forums at different levels and different committees formed by these institutions. Similarly, gender representation in programme management will be ensured through steps such as ensuring sufficient number of women staff specially at the community development level; including gender mainstreaming responsibilities in the ToRs of all staff members and exposing staff to gender training including in the Gender Action Learning System (GALS) orientation training The staff members trained on GALS will include the community development officers who will be responsible for disseminating these inputs at the community level, both directly and indirectly through young professionals and young extension agents.

45. **Nutrition and food security strategy:** As presented in para 10, malnutrition in the project areas is firstly due to food insecurity and periods of hunger among the target population which needs to be addresses as a priority and then combined with nutrition awareness raising. The project's nutrition and food security strategy is therefore foremost focused at increasing food production and income generation from sustainably managed and equitably governed natural resources securing access for more vulnerable groups. In addition to income generating activities, the project will increase food production and also bust the nutrition value of available food through:

- Mainstreaming a participatory diagnostic of food and nutrition security issues in the development process of NRLMP, including: 1) mapping of sources of food and the periodic/seasonal availability disaggregated by different food groups needed in a complete healthy family diet; and 2) identification of strategies for improving the food system in terms of availability and access to food including for vulnerable groups. These strategies and activities can be linked to the use of the landscape managed by the clusters/networks, improving local market exchange and the exchange between the different communities using the landscape.
- Securing access to dry season fodder, which has already been proven by BIRDP and SUSTAINs to expand animal milk production into the dry season and increase meet production. This will improve the access to animal proteins.
- Increasing yields from field crops through improved cultivation techniques and land and water conservation structures and practices.
- Improving access to water and technical assistance for crop production in particular for women's vegetable gardens (jubraka, where also some field crops and animal fodder will be produced), which combined with nutrition awareness raising contribute to the improvement of family diets.

- Providing support to women saving and credit clubs to build capacities to buffer against periods with food shortage and engage in small production and income generating activities such as small animal production (poultry, goats and picks).

D. Components/outcomes and activities

46. The programme has been designed with two technical components, each with two subcomponents (SC) described below (refer to PIM for more details).

Component 1: Scaling up community based NR management and businesses

47. Component 1 will focus at consolidating and upscaling good practices for empowering communities and networks or clusters of communities and build their capacities in land-use planning and NR governance and management, that takes into account climate change risks. The communities targeted will include mobile (pastoralists), semi-mobile (agro-pastoralists) as well as settled communities of small crop farmers. Subcomponent 1.1 will support communities in the creation of a strengthened village and inter-village framework for land-use planning, negotiation of resources governance arrangements and joint resources management. Within this framework subcomponent 1.2 will support NRM and interest groups in implementing livelihood investment plans to increase their resilience and benefit streams derived from NRs, production systems and related small businesses.

SC 1.1: Community mobilization, NR and land-use management planning

48. This subcomponent will support an estimated 1000 Village Development Committees (VDCs) and 140 networks or clusters of VDCs. The objective is to strengthen their organisation in Cluster Development Committees or Network Executive Committees (CDC/ NECs) and their land and NR governance systems and institutions. Support will be provided for: mobilizing VDCs and CDC/NECs sharing NRs in common ecosystems and with common interests in addressing governance and management issues; participatory development of NR and land-use management plans (NRLMPs) for village networks or clusters; development of co-management arrangement for the "open access" common areas outside traditional village managed land (hema); land registration; and mitigation and resolution of conflict over access to and use of NR.

Mobilizing VDCs and CDC/NECs

49. This activity will consolidate and scale up the development of community institutions already started in previous and on-going IFAD projects. Communities already supported would have VDCs and some have been organized in clusters for the development and implementation of Community Livelihood Adaptation and Sustainability Plans (CLASP – IAMDP) and Cluster Adaptation Plans (CAP - LMRP). These clusters, however, tend to be project driven in their formation and need consolidation and formalisation and there is a need to revisit if they adequately cover common ecosystems and needs for addressing NR governance and management issues. To strengthen these clusters, there is much to learn from the good practice developed and implemented under the Butana BIRD Project, where NECs have been formed as a bottom up process defined by the communities and starting with a few pilots. These have now been scaled both in size of each network, including new villages and hamlets allowing for a comprehensive landscape approach, and in new networks formed. The activities and actions they take on to solve common issues go well beyond what the project initially supported (which included Climate Resilience Village Adaptation Plans). This shows their empowerment and that they are fully embracing that by working together they can more effectively pursue their common development aspirations.
50. In order to facilitate the development of VDCs for new communities and consolidate existing VDCs and initiate familiarisation and discussions on the project's objectives and interventions, the project (Gender Officers at state level backed by the Senior Community Mobilisation and Gender Expert at the CPU) will mobilise a general assembly comprising all households in the community. The assembly will decide on (or reconfirm/adjust) general functions, number of members (around 10-12), and elect or reconfirm the VDC members including youth and at least 30% women. The VDC will in consultation with the assembly form subcommittees as needed and as the VDC activities evolve. These could among others be on water, forest, rangeland and livestock/pastoral groups, farmland and crop production, innovative technologies and small businesses, or women, youth and vulnerable groups subcommittees.
51. Departing from an initial regional/State-level mapping of socio-ecological units (such as wadis), assessments of NR governance issues and identification of intervention strategies, the project will facilitate consultations with VDCs for the development or consolidation of CDC/NECs. Already existing CDC/NECs will be taken into account as well as success factors from the Butana best practice. The project will mobilise a general assembly at the socio-ecological unit level comprising all members of the concerned VDCs. The assembly will decide on (or reconfirm/adjust) general functions of the CDC/NECs, representation of VDCs and different groups (elder, youth, women, nomadic pastoralist communities) in the CDC/NEC, and elect or reconfirm CDC/NEC members including youth, elderly, at least 30% women and when relevant representatives for mobile pastoralist communities. The members of the CDC/NECs will elect a three member leadership team comprising a Chairperson, a secretary and a treasurer. The CDC/NEC will in consultation with the cluster or network assembly form subcommittees as needed and as the cluster/network activities evolve. These could in addition to the ones mentioned for the village level be on land-use mapping,

resources governance and registration of community rangeland and forest land, and conflict resolution. In addition the CDC/NECs should establish two more crosscutting committees namely a cluster advocacy and communications committee (CACC - see component 2) and a Cluster Procurement Committee (CPC – see component 3).

52. The programme will aim to meet the target for VDC and CDC/NEC development during the first four years of implement to allow sufficient time for capacitating these institutions before the end of the programme. The broad targets for the development of VDC, CDC/NECs is presented below:

Table 3 – Outreach of VDC and CDC/NECs

Details	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
- No of CDCs/NECs	30	45	60	15			150
- No of VDCs	200	300	400	100			1,000
- No of groups (<i>details follow</i>)	500	1,000	2,500	1,000	500		5,500

53. The VDCs and CDC/NEC will be supported in their formalisation by registering as voluntary organisations and opening a bank account. The members will be trained on the principles of land-use planning, NR governance and integrated NRM practices, transparency, accountability and organisational management, resource mobilisation and reporting, and investment in cluster/network and community development activities. Facilitation will also be provided to raise awareness, and apply tools for implementing specific targeting strategies that ensures representation and participation of youth, women, vulnerable households and nomadic pastoralist communities in subcommittees, interest groups.

Development of NRLMPs

54. The project will support the CDC/NECs in conducting a participatory community and inter community planning process leading to the formulation and ownership of a NRLMP. The NRMLP will provide a framework for the communities to address NR governance issues, invest in their NR and derived livelihoods, and enhance their food and nutrition security and resilience. In addition to village assemblies and VDCs, representatives of Locality governments, native administrations and NGOs covering the target communities should be involved in the process. The process will aim at addressing governance and land-use issues related to forest, range and crop land as well as areas important for protection of water resources, areas adequate for rainwater harvesting and related catchments. Special attention will be given to livestock routes, where relevant, in order to increase mutual benefits and avoid conflicts between the cluster or network communities and pastoralists and agro-pastoralists passing through their area.
55. The NRLMP formulation process will include: i) review of eventual existing CLASP or CAPs and progress in their implementation and identify gaps to be addressed in inclusiveness, sustainability of interventions, landscape and NR governance coverage, and mainstreaming food and nutrition security and climate change resilience in NR management and livelihood investment activities; ii) mapping existing land and NR uses and users including women, youth and mobile pastoralists and ensure all are included in the process; iii) assessing climate change risks and livelihood vulnerabilities combining analysis of historical trends and future scenarios with local knowledge; iv) analysing the main degradation risks, related drivers, and access limitations for vulnerable groups associated with current land-uses; v) mapping of sources of food and the periodic/seasonal availability disaggregated by different food groups needed in a complete healthy family diet and analysis of causes of food shortage; vi) formulation of a vision for future land-uses and NR governance and management at the cluster/network and community levels; vii) identifying and prioritizing interventions and investments for improving productive and sustainable use of NRs, improving food and nutrition security and livelihood resilience, exploring new opportunities for small businesses, and linking the different land-uses in integrated farming, food and NR use systems; viii) mapping of existing native administration practices and formulation of by-laws and regulations for community land and NR use, that will support the implementation of the vision of the NRLMP and guide investments; ix) formulation of indicators, targets and timelines and monitoring and follow up mechanism for the implementation of the NRLMP; and x) adoption of the NRLMP as a live document by the village and VDC assemblies. SNRLP will use LDCF/GEF funds to support the participatory climate change vulnerability assessment, capacity building in managing climate change risks and identification of adaptation and resilience enhancing activities as part of the NRLMP formulations.
56. In the formulation and implementation process of the NRLMPs attention will be given to strengthening linkages between local community institutions and native administration and local and state government institutions that should have a role in facilitating land-use governance and NRM at a more macro level. For local governments (Localities)

the focus will be on strengthening their role in facilitating linkages between communities and the State governments around land and NR policy issues and development services but also in facilitating linkages between communities across Localities.

Development of co-management arrangement for "open access" common areas

57. These linkages and involvement of the macro level is particular relevant in regulating access and use of natural resources in the "open access" common areas including part of livestock corridors, rangeland and forest areas outside traditional village managed land (Hema). These areas will not be captured by the NRLMPs and are highly complex because of the many different users and may require conflict resolution centers. There are a few initial experiences with rehabilitation and establishment of co-management arrangements with surrounding villages of some of these areas, but institutionalised governance systems does not exist.
58. The project will facilitate that the capacities build in the clusters/networks on NR governance and management are used to further develop and implement co-management of common "open access" areas. Joint land and NR use governance and management plans will be developed between CDC/NECs and other mobile users of the areas and clear management responsibilities will be identified and assigned by the relevant State governments. These responsibilities could either be assigned to community networks or clusters or to Localities, native administrations or the State government. The project will also support a mechanism for monitoring the adherence to the plan and a revenue collection and reinvestment plan for ensuring the long term sustainable use. At the same time the project will under component 2 support that these arrangements are institutionalized at higher levels of governance and the functionality of the conflict resolution centres will be supported and strengthened.

Land registration

59. To support the institutionalisation of the NRLMPs the project will support the CDC/NECs in having them authorized and registered by the respective State governments and incorporated into State-level land use zoning and planning frameworks (see component 2). Capitalizing on the 2015 Range and Pastures law, where appropriate, the pastoral communities and CDC/NECs will be supported in the demarcation and registration of livestock routes, village hema, communal rangelands and community forest land. This will secure their assigned user rights by the State government. SNRLP will use LDCF/GEF funds to partly support land registration activities.

NR Conflict resolution mechanism

60. In the formulation of the NRLMP attention will be given to identify the traditional and existing roles of native administration in supporting the governance of land and NRM in particular in dispute and conflict resolution. Needs for adjusting and strengthening this framework in order to implement the NRLMPs will be identified. On this basis the project will support the strengthening of rules and bylaws and conflict resolution procedures and institutions including escalation steps, roles and responsibilities, and training of mediators and community institution members so they can fulfil their roles. The project will also support reinforcement of conflict resolution centers established by the previous WSRM project along three stock routes in Kordofan and eventually support the establishment of new centers in all project regions in relation to the co-management of "open access" common areas which may include other stock routes.

SC 1.2: Implementation of NR-based Livelihood Investment Plans

61. This subcomponent will support the formation of different interest and NRM groups and their formulation and implementation of Livelihoods Investment Plans. These plans will all be aligned with and contribute to the implementation of the NRLMPs developed under subcomponent 1.1. Village youth as well as young professionals will be engage in supporting the groups creating win-win benefits for their professional growth combined with local presence of technical support and facilitation persons for the groups, VDCs and CDC/NECs.

Formation of groups and formulation of livelihoods investment plans (LIPs)

62. Based on the land-use and NR governance and management framework and priority interventions identified in the NRLMP different NRM and interest groups will be formed at village and cross village level who would like to come forward and propose ideas for LIPs. Depending on the area of investment and in order to increase the involvement and benefits to women, youth and vulnerable households, the groups may be characterized as the following types: i) Village Savings and Credit Groups (VSCGs); ii) NR Livelihood groups (NRLGs); and iii) Vulnerable Women's Groups (VWGs). They will start as informal groups but as they evolve the project may support them in registering as voluntary organisations or producer associations and opening bank accounts. According to needs and interests they will all be offered training in: simple financial literacy including number record keeping, budgeting and financial planning and management of cash flows; and organisation management. They will also be offered additional training on topics of general relevance such as climate change risks and measures to build community and household resilience; healthy diets and nutrition also supporting family resilience on which basic training has already been conducted during the development of the NRLMPs.
63. Around 3000 VSCGs will be supported building on the positive experience from previous and current IFAD projects

and involving 70% women. The groups will be supported from the beginning of the engagement with communities in parallel to the formulation of the NRLMPs. In addition to the training already mentioned they will be trained in saving and credit management, and (when maturity and willingness allows) how to organise into VSCGs associations and access and manage capital from micro finance institutions (MFI). When the VSCGs have built sufficient capital, they will be supported in the development of LIPs for small investments in individual or collective businesses related to the sustainable use of NR and increasing the resilience of their livelihoods by diversifying and increasing productivity.

64. Around 3000 NRLGs will be supported expected to involve at least 30% women and coming together around common NR management and production interests. These groups may be business or non-business oriented and include VDC/CDC/NEC subcommittees, youth groups, mobile pastoralist groups and groups for forestry development, water management, provision of machinery services, livestock or crop production. Under the leadership of the VDCs and CDC/NECs initial ideas for proposals will be prioritised and the project will support the groups in the development of LIPs.
65. Based on participatory wealth and vulnerability ranking exercises, the project will support VDCs in reaching out to women heading households or women from other vulnerable households with limited capacities to be economically productive and encourage them to form VWGs. An effort will also be done to reach out to mobile pastoralist and where relevant internal and cross boarder displaced communities to facilitate the formation of VWGs. Around 840 VWGs will be supported in developing LIP proposals for micro businesses and activities that will improve their nutrition security and resilience of their livelihoods.
66. All LIPs should demonstrate that the proposed activities and investments comply with the following eligibility criteria: alignment with the NRLMP including its NR governance and management framework assigning land-uses; beneficiary co-financing; social inclusiveness (generation of benefits to women, youth or vulnerable households); no duplication of previous similar support to the same group; supporting sustainable use of NR; increasing livelihood resilience and nutrition security for vulnerable groups; and biophysical, engineering, economic, and organisational feasibility. (Refer to PIM for further details on the selection and approval of LIPs for financing).
67. The broad targets for development of groups NRLPM and LIPs is presented below:

Table 4: Groups, NRLMPs and LIPs to be supported

Details	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
- No of groups	500	1,000	2,500	1,000	500		5,500
- No of NRLMPs	20	40	80	10			150
- No of LIPs	250	1,000	2,500	1,250	500		5,500

Eligible LIP activities

68. LIPs activities will be eligible within the following NR related investment areas, and cover replication of successful business models and NR management arrangements from previous and on-going projects as well as new innovations:
69. *Rangeland and livestock rearing.* This will include: training of community rangeland guards and other community members in sustainable rangeland management and rehabilitation and protection of buffer areas for particular dry years; fencing of areas for seed production and collection; rangeland demarcation and rehabilitation through seed broadcasting, planting or seeding of native fodder shrub trees, and small rainwater harvesting structures including earth bunds and pits; introduction of hay baling and construction of storage facilities for dry season fodder; livestock rearing and training of youth in community para veterinary services and provision of start-up vet kits; small businesses related to processing and selling of livestock products.
70. *Forestland conservation and related businesses.* This will include: supporting VDCs and CDC/NECs in awareness raising on community forest conservation and management for community and individual benefits (forest fruits and medicine plants and dry season fodder availability); organisation and training of youth forest guards combined with establishment of brick making or gas refilling micro businesses reducing pressure on forest wood and generating economic incentives for forest guarding in terms of incomes from brick making and gas refilling services; Facilitating access to gas stoves via revolving or micro finance schemes managed or facilitated by the CDC/NECs; Training, establishment and operation of community or individual tree nurseries; small businesses related to processing and

marketing of non-timber forest products.

71. *Catchment and water point management.* This will include: developing a cluster or network level framework for Integrated Water Resources Management (IWRM) including a hydrological model with current and future water supply and demand scenarios for wadis, instalment of rain gauges and streamflow monitoring for community-based water resources monitoring and periodic calibration of the hydrological model, and identification of topographical optimal placements and types of water harvesting structures; feasibility studies and construction of water yards and hafirs (include fencing and inlets and outlets structures/pipes, wells, solar panel pumps and drinking troughs for animals away from the water points) or other community water harvesting infrastructures including water spreading and diversion along selected wadi systems; training of youth as water guards for management of water points and protection of the catchment area/buffer zone; training and facilitation for the establishment of water management committees and governance and operation schemes under VDCs or CDC/NECs including fee collection and reinvestment in further expanding water harvesting and distribution infrastructure (e.g. pipes and solar pumps) and coverage of labour, O&M and depreciation costs; development of water management manual with detailed guidelines and rules.
72. *Cropland development and climate adaptation in farming practices.* This will include: organisation of women in farmer field schools (FFS) groups for experimental learning in jubrakas cultivation of vegetable, fodder and other crops, the use of climate adapted soil and water management techniques, intercropping, tree windbreaks with nitrogen fixing fodder trees species or other species with food or economic value, and integrated pest management (IPM); investment in the establishment of community jubrakas including fencing and water source using solar pumps (partly financed from LDCF/GEF resources) and complementing with nutrition training and exchange of nutritious recipes using locally produced food; training crop producer groups in the introduction of trees, soil and water management practices, IPM and drought resilient varieties in open field farming; and construction of small soil management and water harvesting structures e.g. stone or earth bunds and planting terraces; small businesses related to processing and marketing of crop products and provision of quality seeds inputs, bio pesticides and machinery services.
73. *Stock routes management and livelihoods of pastoralists.* This will include: Training of conflict mediators and establishment of conflict resolution centers in conflict prone areas along the stock routs (SR); establishment and management of water points outside Hemas including water management committees with representation of all SR users; training of young community para veterinarians and establishment of veterinary services centers with access for mobile pastoralists; organisation of Pastoral Field Schools (PFS) for capacity building and investments with pastoralists in their livelihoods; and nutrition training for pastoralist women and facilitation of exchange of food and recipe among pastoralist, agropastoralist and smallholder farmers along the routes.

Financing for LIP implementation

74. **Financing for LIP implementation:** The funding provided by the programme for the implementation of LIPs will be determined under the following four ownership and investment types:
 - 100% programme financing of technical assistance (TA) and 80% seed investment capital for public or common good investments managed by CDC/NECs or VDCs in partnership with NRLGs covering fixed assets, tools, machinery and equipment, essential civil work (e.g. hafirs or water yards, community storage facilities, forestry related enterprises). Beneficiaries will contribute with assignment of land, their time, labour and initial operation and maintenance costs until fee cost recovery is operational;
 - Up to 80% programme financing of TA, and 70% seed investment capital (100% for pastoralist enterprises) for common good investments for group enterprises managed by NRLGs, VSCGs or VWGs covering fixed assets, tools, machinery and equipment, essential civil work (e.g. brick making machines for youth groups, soil and water management and terraces works for crop producer groups, women's groups community jubrakas receiving for investments in fencing and water supply system). Beneficiaries will contribute with the remaining 30% investment cost, assignment of land, their time, labour and operation costs;
 - Programme financing of TA and 70% of seed investment capital for small start-up inputs for individual household owned production activities supported through NRLGs or VSCGs groups, where beneficiaries will cover the investment cost (e.g. individual jubrakas where women receives training and seeds for the first year but no fencing or water supply system); and
 - Seed capital of 100% to establish Community Investment Funds (CIF) managed by VDCs as revolving funds in particular supporting vulnerable women organized in VWGs who cannot meet requirements for accessing micro finance institutions (e.g. gas stoves and cylinders given to women in a VWG, who repay to the VDC, who revolves the funds to benefit women in another VWG, small livestock which will be repaid in livestock offspring revolved to other women). Seed capital investment planned over the programme life is presented below.
75. The beneficiary contribution for remaining investment costs and working capital can be from own savings, borrowings from the internal capital of VSCGs and other sources of finance mobilized by the beneficiary. Building on experiences and partnerships achieved in other IFAD supported projects, SNRLP will select partnering financial institutions (PFI) and facilitate beneficiaries' linkages to them so they can eventually meet their beneficiary contribution through access to credit. The SNRLP will provide training and capacity building support to the PFIs as well as support to develop their infrastructure and reduce the cost of delivery in the programme villages.

76. The PFIs will provide the full range of their services in the programme supported communities including support to other non-SNRLP related activities. They will provide savings deposit services which will enable programme supported groups to deposit their surplus funds in savings accounts. The PFIs will be involved in the appraisal of enterprise related LIPs and will be encouraged to partner with the beneficiaries from the beginning to finance the implementation of the LIPs. The successful NR based enterprises initiated through seed capital support will meet their future additional financing needs for growth and scaling up, through the PFIs and beneficiary savings. SNRLP will provide cash flow management training to the beneficiaries in order to promote reinvestment of returns for supporting the growth of the enterprises (refer PIM for more details on PFI partnership).
77. *Business development services.* SNRLP will support enterprise training and business development activities in the clusters or networks in order to develop the capacity of the groups and individuals to implement the NR related enterprises successfully. Business development services will be provided in partnership with other development partners, credit officers of the PFIs, community development officers (CDOs) employed by the programme, private sector representatives where relevant and young professionals and local extension networks (refer PIM for more details).

Engagement of village youth and young professionals

78. To support extension services to VDCs, CDC/NECs and the various NR and common interest groups and to increase opportunities for youth, the SNRLP will scale up the good experiences of the BIRDP in engaging youth in supporting project activities. Two different groups of youth will be engaged. One group will be young people from the project supported villages selected by the village assembly who will be trained as extension resource persons in the different activities prioritized in their NRLMPs and LIPs.
79. Another group will be young professional (YPs), who will go through a practical learning-by-doing training YP programme backed by locality and state extension staff. They will be paid a small allowance and be housed in and by the communities. Their continuous presence will facilitate their rapid learning and understanding of village challenges, dynamics and aspirations and create strong confidence with the people. This will allow them to effectively support social mobilization and organisation, investment and management planning, day-to-day capacity building and technical assistance, and overall catalyse sustainable change processes within the communities related to NR governance, management and livelihood issues.
80. Experience from the BIRDP shows that the vast majority interested and embarking on the YP programme are women. With their presence as articulated and supporting professionals in the villages the YP programme also has a strong impact on the mobilization of women in the villages, change in culture to more openness towards women participation, and accepting women speaking in meetings.
81. An average of three YPs will be engaged per cluster/network for 2-3 years resulting in around 450 YPs engaged over the project life. At least 50% but more probably 80% of them will be women. The YP programme will be published through announcements in graduate school, student networks, newspapers and radio. After completing 2 years of service in the project communities they will have increased their employability and the SNRLP will promote their employment in government technical departments, NGOs, and other civil society organisations.

Component 2: Improving the institutional framework for upscaling community based NRM

82. This component will support institutional capacity strengthening and policy engagement from local to State and Federal levels in order to institutionalise and scale up proven community and inter-community land and NR governance and management models. It will build on models proven to secure access and benefits to poorer rural communities from previous IFAD projects and build on and complement the activities supported under sub-component 1.1. In particular the component builds on the successful experience from the formulation of the Butana NR Governance Framework supported by the BIRDP, where a bottom-up approach was used, building on the empowerment and NR governance capacities of the networks, to facilitate a series of NR fora securing horizontal and vertical dialogues leading to the framework agreed by the 5 states (see section on lessons learned). The component will create an enabling environment for community institutions, native administrations, Locality governments and civil society organizations to better engage in policy formulation and implementation processes at State and Federal level. At the same time it will strengthen the capacity of the latter levels for facilitating these processes. The component will also complement and support ongoing or proposed policy engagement processes supported by Federal and State government and other development partners, including in particular those of other IFAD supported projects, FAO, UNEP, UNDP, and the World Bank and national and international research institutions. Particular attention will be given to generating and disseminating knowledge products, fostering dialogue and establishing or supporting multi-stakeholder platforms.

SC 2.1: Strengthening of legal and policy frameworks

83. This subcomponent will support a participatory review of land and NR governance policies and frameworks and establish an institutional structure for a comprehensive multisector and multilevel consultation and discussion process. This process will lead to the formulation of focused strategies and revision of policies and regulations.

Reviews of land and NR governance frameworks

84. As a first activity this sub-component will support four systematic reviews (one federal and three regional) by independent consultants of existing studies and other knowledge products on the status of land and NR governance frameworks. They will include mapping of existing inter-sectoral and interstate and multi-level land and NR related policy and legislation and analyse key NR degradation and exclusion drivers, gaps, inconsistencies, strengths and complementarities between the different policy and legislative frameworks. Important inputs will be: the three initial regional/State-level mapping of socio-ecological units, assessment of NR governance issues and identification of intervention strategies supported by subcomponent 1.1; the Natural Resources Governance Framework for Butana (NRGF) developed with support from the BIRDP; the Land-Use Map for Sennar identifying unsustainable land-use trends and sustainable desired scenarios developed with support from the SUSTAIN project; and the governance and management frameworks developed for three stock routes in Kordofan supported by the WSRMP project and status and lessons learned from their implementation.

NR consultation fora for policy formulation and implementation

85. The findings from the reviews will be presented and analysed in a series of NR consultative forums/multi-stakeholder platforms at Locality, State, Inter-state and Federal levels. The CACCs created under each CDC/NEC facilitated by subcomponent 1.1 will be the voice of the communities in this consultation process. The CACC will have representatives from the CDC/NECs technical committees, women, youth and native administration authorities. They will be responsible for lobbying, advocating and communicating cluster level NR governance and management issues (identified in the NRLMP formulation and implementation process) with the local authorities, different levels of government and the private sector. The project will also support Locality level fora with representatives from the relevant CACCs, mobile communities and the Locality government as well as workshops, exchange visits and other mechanisms for sharing lessons and for formulating joint actions and proposals between Localities.
86. At the state level the project will facilitate the establishment of a State Cluster Stakeholder Platform (SCSP) with representation from: all concerned CACCs and CDC/NECs; mobile pastoralists communities; Localities; NR related technical departments of ministries at the State level; NGOs supporting NR issues in the state; parliamentarians; private sector; and experts from research institutions and other development partners. The SCSPs will serve as a consultation fora and engage and follow-up with the State Government on NR policy, governance and management issues based on evidence and results from project implementation at the cluster/network level. The SCSPs will enable the clusters/networks to increase their engagement with the government and participate in consultation processes to have favourable influence on NR policy, governance and management frameworks and to strengthen the institutional setup for implementing these frameworks.
87. Interstate platforms will be supported for further consultations at interstate and between the state and federal levels. These platforms may form an interstate task force to follow up on the implementation of reforms and coordinate various initiatives to strengthen NR governance and management. The project will encourage the SCSPs to create State Advocacy and Communications Committee (SACC). The SACCs will take the lead on representing issues related to state and interstate and state-federal NR governance and management in the interstate platforms. Finally, at federal level it is anticipated that the GoS will confirm the roles and responsibilities of different sector ministries in convening and participating in relevant Federal level platforms that can identify and resolve blockages and monitor and assess progress being made. Consideration will be given to how their participation can be formalized, for example, through the establishment of (or support to already existing but not active) inter-ministerial committee.

Strategies for NR governance and management and revision of policies and regulations

88. Based on the four reviews of NR governance frameworks widely discussed and enhanced in the multilevel and multisector consultation process, recommendations will be made for revising policies and legislation, developing guidelines, and strengthening associated implementation strategies. Two key areas, which requires interstate collaboration and the involvement of the federal level, are expected to be addressed: 1) the regulation of land and NR use in livestock routes and open access rangeland and forest areas, including strengthening provisions for the assignment of user rights to communities; and 2) how to harmonise and strengthen the sustainability and inclusiveness of institutions and investments in land and NR management.
89. The relevant State and Federal agencies are expected to be key partners in the review process and agreements reached on the recommendations. Based on the agreements, the project will support processes for revising policy and legislation at State level in the targeted regions and at Federal level. The systematic reviews will also identify other ongoing or planned initiatives aimed at supporting the revision of policy and legislative frameworks and agreements will be reached on how the project will complement these. Information on revised or new legislation will be disseminated widely at community and Locality levels through various media, including radio, plays, and written materials (in Arabic). Information will also be disseminated at higher levels and in other States and nationally through policy briefs, information notes, workshops and other relevant media.
90. An important activity in the revision of policy and legislative frameworks will be a revision of locality level land-use zoning plans and related regulations to incorporate community cluster/network NRLMPs. Likewise state level land

use zoning plans and related regulations will be revised with particular attention given to identifying 'open access' common rangeland and forest areas and livestock routes, especially those that are being encroached on by semi-mechanized or mechanized crop farming or urban expansion. The project will support an appropriately costed (affordable) updating or revision of these plans. Information from cluster/network and Locality NR governance and spatial planning processes will also be incorporated. A priority state for this activity will be the Gedaff state where mechanised farming is causing rapid land-use changes, exclusion and potential conflicts. Maps and information on the revised associated land use regulatory frameworks will be disseminated widely, including at Locality and community levels. Mechanisms will be set up for monitoring and providing feedback on any further encroachment of livestock routes and 'open access' rangeland or forest areas. This will link to the institutional strengthening described in SC 2.2.

Expansion of existing early warning systems to SNRLP communities

91. SNRLP will use LDCF/GEF funds to strengthen the existing Early Warning System (EWS) infrastructure in Sudan as a major element of disaster risk reduction. The aim of the drought and flood monitoring system is to prevent the loss of life and reduce the economic impact of disasters by warning local communities of drought and flood risks, improving their preparedness and decreasing risks associated with crop and food loss. To this end, the SNRLP will build on the early warning infrastructure built by the GEF-funded Climate Risk Finance for Sustainable and Climate Resilient Rain-fed Farming and Pastoral Systems Project as well as LMRP's Drought Monitoring, Preparedness and Early Response System (DMPERS), strengthen its capacities and expand it to the whole SNRLP area. In a first step, a thorough needs assessment will identify existing gaps and potential interventions to improve the existing infrastructure built by the two mentioned projects, focusing on the four inter-related elements: risk knowledge (data should be systematically collected and analyzed and risk assessments performed), monitoring and warning service (the system should be in place to monitor hazards and provide early warning services), dissemination and communication, and response capability.
92. A functioning Geographic Information System (GIS) is an important part of any early warning system to help local institutions and communities to base their decisions for land-use on sound and accurate information. Therefore, SNRLP will address the gaps in existing efforts to establish an integrated GIS system for early warning purposes and support the mapping of ecosystems in the targeted area, showing agroecological zones, livestock routes, climate change and environmental vulnerability. Such tools, besides the obvious usefulness for planners, will allow inserting the local actions within an integrated and ecosystem vision of natural resources management and adaptation to climate change. A special attention will be given to mapping the livestock routes, pastoralists being one of the most vulnerable groups. Indeed, the region targeted by the programme is crossed by many livestock routes, which pass through vulnerable areas which have been affected by drought and rainfall reduction, negatively impacting the quantity and quality of livestock production. It is thus important to get a clear picture of the vulnerability of the different zones traversed by the livestock routes, as a tool for negotiation and sustainable solutions. This will lead to enhance climate resilience of livestock routes and pastoralists through sustainable rangeland and water management investments.
93. Depending on the outcomes of the needs assessment, other potential interventions to strengthen the capacities of existing early warning systems in Sudan, could focus, inter alia, on improving the data collection infrastructure (e.g. by purchasing and installing additional weather stations, etc.), the data analysis and forecasting capacities (e.g. by providing better or additional hardware and software components, capacity building measures for the Meteorological Authority and other institutions, etc.) and/or existing communication and response capacities (e.g. by providing better infrastructure, capacity-building measures, international exchange visits, etc.).
94. SNRLP will partner with both of the above mentioned initiatives as well as the Meteorological Authority, the Remote Sensing Authority, the Ministry of Agriculture and Ministry of Irrigation and the Agricultural Research Corporation to identify and address the needs in the existing early warning infrastructure. Further, the SNRLP will partner with ICRAF, which is undertaking the same exercise in Chad in two IFAD funded projects (PARSAT and RePER), and other potentially relevant institutions active in the targeted areas and involved in early warning activities, such as FAO and UNEP.

SC 2.2: Building institutional capacities

Training for extension and research service providers

95. Training will be provided to public and private extension service providers and Locality, State and Federal government staff in: community-based NR governance and management and the related roles of the Native Administrations, Localities and States; appropriate investments in sustainable land and NR use; climate risk reduction and climate change adaptation strategies; Development of Land-use zoning maps and related regulations incorporating native administration; GIS; etc. A full list of possible trainings will be developed following a needs assessment to be done during the start-up of the project and will be updated as new needs are identified. Focus should be at addressing capacity gaps currently limiting the implementation and enforcement of existing NR policies and legislation. The trainings will be accompanied with exchange visits and learning routes between States and other projects as well as to other countries.

96. Training will also be provided in knowledge management, communication, monitoring and impact evaluation for documenting and disseminating lessons from project interventions. Linkages will be made to both national and international universities and research institutions to strengthen the capturing and analysis of lessons learnt. The project will also facilitate linkage to international research institutions and in particular the research being done by the CG centres involved in land and NR governance, namely ICARDA, ILRI, IWMI, CIFOR, ICRAF and IFPRI.

Consolidating capacities for implementation of existing instruments

97. The three different project regions have different challenges linked to NR governance and management and have developed different instruments, that needs further support for consolidation and implementation. The NRGF for Butana is in a final draft stage and is expected to have been endorsed by all partners in the 5 states at the time of the start-up of SNRLP. The SNRLP will support its implementation including the needed strengthening of involved institutions, development of regulations and procedures, and the harmonisation in the implementation across the five states. The key instrument developed for Sennar is the Land-use map which identifies current unsustainable land-uses causing degradation of NRs, exclusion of vulnerable groups and potential conflicts including from blocking of stock routes. It also proposes possible sustainable future scenarios for land uses. The project will support with training, materials and equipment for the effective use of the land-use map for decision making in reforming policies and regulations and for follow-up monitoring. In the case of Kordofan, stock routes have been demarcated, conflict resolution centers have been established, and co-management arrangements with pastoralists communities have been initiated. The SNRLP will further the institutionalisation of these routes by supporting their registration, re-demarcation and consolidate co-management arrangements which were implemented with insufficient support at the end of the WSRMP.
98. Another important new instrument that can contribute to more inclusive and sustainable NR governance frameworks in all regions is the 2015 Range and Pasture Law, which provides for the registration of common pasture and forestland. The project will support its regularization and piloting for registration of not only community forest and pasture land, but also for registration of 'open access' common land and stock routes. Finally, as part of strengthening NR governance and management frameworks and capacities at inter-community level, the project will support the construction of cluster/network level integrated community development centers.

Establishing a framework for revenue generation and reinvestment

99. Various interventions, including previous and current IFAD projects, investing in water infrastructures in rural areas have built community-based models for water management and revenue generation for O&M costs, depreciation costs and reinvestment in further expanding water distribution infrastructures. Likewise, different models have also been developed and implemented for the management of other NRs including rangeland and forest. To capitalize on these experiences and in order to facilitate their scaling up, the project will support the relevant government institutions in each region in the establishment of a framework and guidelines for revenue generation for covering O&M and depreciation costs but also for reinvestment in land and NR use and management by communities. This could include collecting of fees and tariffs for water use, harvesting of non-timber forest products, sustainable harvesting of wood from community forests, access to grazing and community forest fodder buffer, etc. Guidance would include percentage allocation of revenue generated to community, cluster/network, Locality and higher levels and safeguards for ensuring that an adequate proportion is re-invested in measures for improving sustainable land and NR use.

E. Theory of Change

100. Small crop farmers, agro pastoralists and pastoralists, as the main target group in the areas of intervention of the programme, encounter major development challenges related to constraints in access to and lack of governance and management of NR, climate change causing more water stress, periodic food insecurity, and a poor enabling environment for business development (see annex 2 for details). These challenges are driving high levels of poverty and periodic food insecurity and fragility among the target groups.
101. SNRLP will address these challenges to achieve the desired changed situation, established in the goal and development objective (increase the adoption of NR management practices, technologies and business models that enhances the quality and sustainable use of NRs, secures the access to NRs for vulnerable users and generate food security, incomes and resilience), by building on important opportunities existing in the country context. These include: i) political support for the development of the agricultural sector to diversify the economy; ii) government recognition of the importance of effective NR management and governance frameworks to avoid conflicts and alleviate poverty; and iii) existence of proven good practices to build on in the country for community and inter-community NR governance and management, resulting in increased production and incomes and reduced conflicts.
102. Through the activities presented in the component 1 description, the programme will build community clusters/network capacities and arrangement for NR access and use negotiation, conflict resolution, agreements and registration/titling, which will provide the basis for planning of activities and investments in improved NR management and NR based businesses increasing production and incomes. The main instruments for identifying and obtaining agreements on investments to be supported by the programme will be NRLMPs and LIPs. Seed capital support and

technical assistance will be provided to enable implementation of start-up NR related enterprises identified through LIPs. The component 1 outcome will be increased production from scaling up community based NR governance and management practices, technologies and businesses. To further sustain and institutionalize community cluster/network's NR governance and management frameworks and facilitate scaling up, component 2 will support: policy-relevant knowledge products; NR policy fora starting from cluster/network level and going up to the federal level fostering both vertical and horizontal dialogues between and within all levels involved in NR governance and management; harmonisation and streamlining of NR legal and policy frameworks; capacity building of public and private service providers, state and federal government staff. The foreseen component 2 outcome will be institutions at the federal, state and locality levels adopting and implementing improved regulations and policies on NRM. Refer to annex 2 for schematic illustration.

F. Alignment, ownership and partnerships

103. **Alignment with SDGs.** SNRLP is aligned with: SDG 1 (end poverty) contributing to indicator 1.4 (poor and vulnerable have equal rights to economic resources, access to basic services, and ownership to land and other NRs) and 1.5 (build the resilience of the poor and vulnerable to climate, economic and environmental shocks and events); SDG 2 (achieve food security) contributing in particular to the indicators 2.3 (double the agricultural productivity and incomes of small-scale food producers including through secure and equal access to land and other productive resources) and 2.4 (ensure sustainable food production systems and resilient agricultural practices that increase productivity and production); SDG 5 (gender equality) particularly indicator 5.5.a (women's equal rights to economic resources, as well as access to ownership and control over land); SDG 6 (availability and sustainable management of water) particularly indicator 6.4 (increase water-use efficiency and ensure sustainable withdrawals and supply of freshwater to address water scarcity); and SDG 15 (sustainable use of terrestrial ecosystems) particularly indicator 15.3 (restore degraded land and soil, including land affected by desertification, drought and floods).
104. **Country ownership and alignment with national priorities.** The focus of SNRLP was decided by representatives from government agencies in the November 2017 COSOP Review Workshop in line with national priorities for supporting the agricultural sector and local governance systems for NR management avoiding conflicts. SNRLP will contribute to the objectives of the [Sudan National Adaptation Programme of Action \(NAPA\)](#). It is aligned with the Sudan's National Agriculture Investment Plan (SUDNAIP), which is a five-year investment plan with target of six percent annual growth in agriculture GDP.
105. **Potential synergies and partnerships.** SNRLP will develop synergies with other GEF supported projects such as the Sudan Sustainable Natural Resources Management Project (SSNRMP) in the Butana and the Kordofan regions. Synergies will be developed with FAO (e.g. water harvesting, land tenure, agro-forestry, policy dialogue; UNDP (solar energy solutions, financing NR based enterprises); UNEP (adaptation to climate change). Synergies with the National Forum for Agriculture, Food Security and Nutrition and the High Council for Environment will support coordination among the different interventions, knowledge management and policy making processes in the water, rangeland and forest sectors of Sudan. Strong synergies will be developed with the IFAD-supported ongoing projects such as LMRP, IAMDP in areas related to improved livestock and crop production technologies and marketing linkages.

G. Costs, benefits and financing

a. Project costs

106. **Programme costs:** Total programme cost including physical and price contingencies is estimated at EUR 77.7 million over a 6-year period. Component 1 on 'Up scaling community based natural resources management and businesses' represents 72.1% of the total programme costs and Component 2 on 'Improving the institutional framework for up scaling community based NRM' represents 14.4% of total costs. Project Management and Coordination represent 13.5% of the total programme costs (refer Annex 3 for details).
107. Investment costs are EUR 70.2 million and represent 90.4% of total costs. Taxes and custom duties are accounting for EUR 11.7 million, that is 15% of total costs and the foreign exchange component is at EUR 8.8 million or 11.3% of the total Project costs. The recurrent cost accounts for EUR 7.5 million or equivalent to 9.6% of the total costs. The exchange rate used is EUR 1.0 = SDG 53.9. Foreign currency costs have been estimated at 11% and those for local currency costs have been estimated at 89%. The cost per direct beneficiary household amounts to about EUR 648 or EUR 108 per beneficiary.

b. Project financing/co-financing strategy and plan

108. **Programme financing/co-financing strategy and plan:** Out of the total programme cost of EUR 77.7 million, IFAD contribution will be EUR 56.5 million (72.6%), of which EUR 45.2 million is grant and EUR 11.3 million is loan. GEF/LCDF will be grant in the amount of EUR 1.8 million (2.3%) as GEF/LDCF grant. The remaining 19.5 million (25.1%) will be financed from domestic resources comprising Government contributions of EUR 11.7 million (15.1%), beneficiaries' contribution of EUR 4.5 million (5.7%) and private sector in the form of credit support from MFIs EUR 3.3 million (4.3%).

109. Table 5: Programme costs by component (and subcomponents) and financier

110. (Thousands of Euros)

Component/ subcomponent	IFAD Grant		IFAD Loan		GEF grant		Beneficiaries		Private Sector		Government		Total
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount
A. Upscaling Community based natural resources management and businesses													
Community mobilization and NRM planning	4 087	60	1 079	16	306	5	275	4	-	-	1 060	16	6 808
Implementation of Community NRM and Livelihood investment Plan	26 118	53	6 474	13	1 065	2	4 094	8	3 315	7	8 188	17	49 254
Subtotal	30 205	54	7 553	14	1 371	2	4 370	8	3 315	6	9 248	17	56 061
B. Improving the institutional framework for upscaling community based NRM													
Strengthening of the NR legal and policy framework	3 486	61	872	15	387	7	-	-	-	-	972	17	5 717
Building of Institutional capacities	3 575	66	894	16	-	-	78	1	-	-	915	17	5 462
Subtotal	7 061	63	1 765	16	387	4	78	.7	-	-	1 887	17	11 179
C. Project Management & Coordination Unit													
	7 891	75	1 973	19	-	-	-	-	-	-	601	6	10 465
Total	45 157	58	11 291	15	1 758	2	4 448	6	3 315	4	11 736	15	77 705

c. Disbursement

111. The programme will maintain a pool Designated Account (DA) at Central Bank of Sudan to receive funds from IFAD Loan, IFAD Grant and GEF/LDCF Grant in EUR. The funds will flow from DA to a pool operating account opened in local currency Sudanese Pound (SDG) which is managed by Central Programme Coordination Unit (CPCU). The funds will subsequently flow from pool operating account in SDG to bank for each state based on quarterly cash forecast/reports. Payments can be made from DA, pool operating accounts and the bank account of each state to suppliers, contractors, investments plans, matching grants, etc. In order to track the income and expenditures/transactions, and to enable accurate reconciliation of the designated and project accounts, separate ledgers will be set up and maintained for receipts and expenditures from each financing source separately. The programme will be required to submit quarterly Withdrawal Applications (WA) for replenishment and other disbursement methods of direct payment and reimbursement will be available.
112. SNRLP has eight categories with major portion of the funding is allocated to the two categories of civil works and training (45% of the total IFAD financing) while the recurrent cost categories represent 13% of the total IFAD financing. Around EUR 60 million (77%) of programme resources is expected to be disbursed till Year 3 and the remaining EUR 18 (23%) to be disbursed in the last three years of the programme.

d. Summary of benefits and economic analysis

113. **Summary of benefits:** Over the 6 years of implementation SNRLP will have the following benefits: i) increase the earnings of at least 84,000 HH (70%) by generating net income of EUR 63.1 million (6 years) from project supported activities; ii) At least EUR 14 million will be generated by 5,500 groups through member savings contributions and retained profits iii) at least 560 youth will be employed in SNRMP supported youth businesses, iv) At least 84,000 HH (70%) will adopt environmentally sustainable and climate resilient technologies and practices. Consequently, 200,000 Ha of land will be brought under climate resilience management, including cropland (163 213 ha), rangeland (28 602 ha), stock route (6 000 ha) and forestland (2 157 ha) v) Felling of 40,000 trees will be prevented and EUR 0.6 million will be saved by adoption of gas stoves by 10 000 HHs vi) Water availability will be extended by 5 to 6 months per year during dry season through the construction/ rehabilitation of 104 hafirs, 100 water harvesting structures and 50 boreholes. Communities will earn EUR 3 million net income from selling water in 6 years; vii) At least 8000 livestock will increase in weight as a result of access to 40 tons of fodder production by 9000 HH in the programme area (in 6 years), construction of 300 fodder storages, 5 mobile animal health clinics along the livestock routes, 450 trained community animal health workers; viii) At least 10 institutions at the federal, state and locality level that will implement improved NRM related regulations and policies. Twenty policies-relevant frameworks/knowledge products will be completed and 500 government staff members will be trained on CC adaptation and NR governance. Project activities could be scaled up/adapted to other states/in a future operation or if additional financing becomes available.
114. **Financial analysis:** Financial analysis was based on 12 models: agroforestry in existing communities; agroforestry in new communities; hafir development; brick production; fodder production, home garden (jubraka), home nursery, individual agroforestry, gum arabic production, community farming with tree belt, community nursery, gas stoves (Refer annex 4 for details). The models were analysed based on December 2018 prices. The “with” and “without” programme scenarios were compared.
115. SNRLP's economic internal rate of return (EIRR) over 15 years is estimated at 24% and the Net Present Value (NPV) is positive and EUR 13.8 Million. The economic analysis suggests that the Programme is feasible. Sensitivity analysis indicates that the EIRR drops to 20% with increase in costs by 20%. In terms of scenario analysis, the programme remains profitable with an increase in programme costs by 20% and a simultaneous decrease in benefits by 20%. The sensitivity tests of the programme suggest that the programme is robust and worthwhile especially considering the conservative assumptions made in the computation of the benefits (refer annex 4 for details).

e. Exit Strategy and Sustainability

116. **Exit Strategy:** SNRLP's exit strategy will be based on: *i) Building community level organisations and human capacities:* SNRLP will support the self-governance and management of the NRs in the clusters by community level institutions (NRLGs, VSCGs, VWGs and VDCs) facilitating smooth programme exit. Even after the programme these entities will implement and monitor the users' compliance to NR governance frameworks while carrying out NR related economic activities. They will also manage physical infrastructure such as hafirs, and water yards; *ii) Developing partnerships and linkages of the community organisations:* The cluster development approach will naturally support linkages and partnerships between different communities within a cluster. SNRLP will support intra-community linkages between small groups (VSCGs, NRLP, VWG) and the respective VDCs; inter-community linkages between VDCs and CDC and linkage between pastoralists and settled communities through the representation of the pastoralists in the CDCs. Also, linkages between the government technical departments and community institutions through State and locality level forums and partnerships with private-sector service providers

(financial institutions, machinery service providers) will continue even after the programme; *iii) Mobilising local and external resources*: As a part of the exit strategy SNRLP will support the community institutions to mobilise local and external financial resources to continue the benefits to the communities even after the programme. The community institutions will be trained to mobilise resources through: i) self-generation of internal capital from the different types of livelihood enterprises; ii) generation of membership and user fees for use of common NRs by users; and iii) participation in the planning and allocation of government resources for the NR development activities the programme areas; *iv) Phasing of activities and resources*: SNRLP will calibrate the phasing of the programme activities in a manner that allows sufficient time for the establishment, stabilisation strengthening and empowerment of the local institutions to function and develop on their own by the time of programme closure. The selection of all more than 75% of the clusters the establishment of the local institutions within these clusters will be completed within the first four years of implementation. Simultaneously, scaling up of the success stories will be pursued through; i) collaboration with other IFAD supported projects and projects implemented by other development partners; and ii) promoting collaboration between the SCSP and the State government to implement the success stories in other clusters; and *v) Supporting stakeholders to evolve their activities in the programme area* For example, the CDCs will be supported to include new villages as members as well as develop direct linkages with other CDCs. Similarly, financial institutions will be encouraged to expand their roles to support the full range of savings and credit requirements of the rural communities.

117. **Sustainability**: SNRLP's sustainability is embedded in its exit strategy and will be supported by a number of programme features. *Institutional sustainability* will be supported by the strengthening and developing partnerships between a range of community level institutions (CDC, VDC, NRLG, VSCG, VWG). Resource mobilisation by these institutions as described earlier will strengthen their capacities to continue delivering the programme benefits even after closure. Their involvement in the management of the physical facilities developed using programme resources will contribute to the sustainability of these facilities. The engagement of the pastoralists in the development of the NRLMPs at the cluster level ensure that there is long-term solution to conflict between them and settled communities resulting in greater economic development. *Marketing sustainability* will be supported in partnership with the current IAMDP and LMRP projects which are involved in strengthening crop marketing services and livestock marketing services respectively (refer PIM). *Technical sustainability* will be achieved through the capacity building of the technical departments of the government dealing with relevant subjects. Additionally, the community level institutions along with the young professionals and business facilitators will be fully capacitated on the various technical aspects of the programme. Documentation and circulation of information about success stories and good practices will be carried out. Policy level interventions will remove regulatory gaps, policy overlaps, bottlenecks and support the sustainability of the NR management practices. *Environmental sustainability* will be achieved through the incorporation of measures to promote resilience to climate change and prevent environmental degradation in the NRLMP and NRLIPs.

3. Risks

H. Project risks and mitigation measures

Risk	Risk Mitigation	Rating
Political commitment and security situation	Despite the unpredictability in political circumstances, and due to IFAD's reputation and recognized catalyst role in Sudan's development, SNRLP will ensure that implementation is rooted within local entities, communities and grass-root institutions, which have proved resilient in the past and will persevere potential changes and fluctuations at the high political level. IFAD's long-standing experiences and networks from previous IFAD-funded projects are important assets to ensure future high-level support across potential political scenarios and changes. While most parts of Sudan proved to be safe amid past political and economic crises, ICO will continue to closely monitor political and security developments in the country and strictly comply with the instructions provided by UNDSS.	High

Macro-economic and financial instability, fluctuating exchange rate and inflation	Community-based implementation, using bank which offer preferable exchange rates, mobilization of co-financing, obtaining high-level governmental support.	High
Climate Change related risks: Increasing temperatures, rainfall variability and prolonged dry spells and droughts resulting in crop failure and low rangeland productivity negatively affecting the livelihoods of the target group.	Promoting sustainable and climate resilient agricultural practices (rangeland rehabilitation and management preserving buffer areas for dry years, terraces, conservation agriculture, crop rotation and intercropping with climate adapted varieties, composting, water harvesting, IPM and other agro-ecological practices such as permaculture).	Medium
Land conflicts between different resources users (crop farmers and pastoralists)	Community and intercommunity participatory land use mapping and planning, negotiation and agreements on user rights backed up by a conflict resolution mechanism, involvement of mobile pastoralist communities in all stages of land-use governance and management.	Medium

118. The financial management risk assessment is HIGH. After implementing mitigation measures the risk rating can improve to MEDIUM:

FM risk category	Initial risk rating	Proposed FM risk mitigating measures	Residual risk rating
A. Inherent Risks			
<u>Country Level</u> 1. The Transparency International Corruption Perceptions Index 2017 ranked Sudan at 6 th from the bottom of the list (score of 16), indicating that Sudan is highly corrupt. 2. The economy of Sudan is suffering from high inflation. The exchange rate depreciation issue continues.	High	N/A	High

<p><u>Entity and Project design</u></p> <p>a) SNRLP will be the largest IFAD project in Sudan (9 states spread over 3 regions).</p> <p>b) Inability manage large, geographically spread project.</p> <p>c) Implementation will happen at the village cluster level through SIUs and service providers.</p>	<p>High</p>	<p>a) Centralised PMU structure.</p> <p>b) Project supported by the CCU.</p>	<p>Medium</p>
<p>B. Project Control Risks</p>			

<p><u>1. Organization & Staffing</u></p> <p>a) The project will utilise MoF staff resources, largely at state level. MoF staff not adequately qualified / lack knowledge of IFAD's procedures.</p> <p>b) MoF staff do not join the state units at project start-up (delayed start).</p> <p>c) In current projects the practice is often that FM staff are responsible for procurement (at state level).</p> <p>d) Coordination between Central PMU and SIU's is a challenge</p> <p>e) Project structures created within Ministries are significantly influenced by the Ministry.</p> <p>f) High staff turnover is an issue for all IFAD projects in Sudan.</p>	<p>High</p>	<p>a) The criteria for staff recruitment include the need to have prior experience on donor funded projects and (preferably) training received by IFAD/IFIs on financial management and disbursement.</p> <p>b) The PMU will be independent and ring-fenced.</p> <p>c) The organisation structure includes procurement positions at both SIU and PMU level.</p> <p>d) The finance staff at the PMU will be recruited from the market on a competitive basis.</p> <p>e) SIU staff will be seconded to existing IFAD funded projects within the same state for at least one month at project start-up as a way of capacitating and training these staff members.</p> <p>f) IFAD FM training will be provided for all PMU and SIU financial management staff at project start-up / undertake e-learning,</p> <p>g) The Financial Manual developed during project design includes various sections on the interaction between the Central PMU and SIUs with regards to FM matters.</p> <p>h) The project will appoint 3 project accountants which will be based at a regional level (one per region, based at main state in region), with the intention of moving between SIU's and supporting SIU FM functions and/or assisting in the case of vacancies/disruptions caused by high staff turnover.</p>	<p>High</p>
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<p><u>2. Budgeting</u></p> <p>a) Project budgeting will follow a bottom up approach, however budget preparation capacity at the village cluster level is weak.</p> <p>b) Lack of knowledge of IFAD budgeting procedures.</p> <p>c) Too many layers within the budget creation and approval process.</p> <p>d) Overruns and unrealistic budgets.</p> <p>e) Possible exchange rate fluctuations may result in budgets which are not accurate.</p> <p>f) Current experience in Sudan indicates that staff salaries are often not paid in line with the IFAD cost tables. The cost tables include basic salaries but do not consider additional benefits to staff.</p>	<p>High</p>	<p>a) Budget coordination and consolidation will remain with the PMU.</p> <p>a) State and Locality levels will receive assistance to ensure that the budgets are prepared in a realistic and appropriate manner.</p> <p>b) Training will be provided on regular basis to all staff – including procurement and subject specialists on the preparation of budgets.</p> <p>c) The PIM developed during design provides detailed guidance on the construction of budgets in line with IFAD requirements</p> <p>d) Quarterly management meetings (State Coordinators and Unit Heads) will be held to discuss budgets and implementation progress.</p> <p>e) Interim financial reports, prepared by each SIU and consolidated by the PMU, showing progress against budgets to be submitted to IFAD quarterly as outlined in the Financial Manual.</p> <p>f) The IFAD office in Sudan will provide implementation support on processes and procedures.</p> <p>g) The current exchange rate regime has resulted in more stable exchange rate which mitigates the risk of inaccurate budgets due to exchange rate fluctuations.</p> <p>h) IFAD cost tables developed at design considers staff salaries in terms of both basic salaries and benefits/incentives.</p> <p>i) At project start up the project is required to develop staff salary bylaws which is aligned to the IFAD cost tables. To be submitted to IFAD for no objection.</p> <p>j) Interim financial reports to be submitted to IFAD will compare budget to actual expenditure per cost category (including salaries) and will function as a monitoring tool for staff cost overruns.</p>	<p>Medium</p>
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<p><u>3. Funds Flow & Disbursements</u></p> <p>a) Liquidity management within the project.</p> <p>b) IFAD experience on existing projects indicate that Government is slow to provide their cash contributions to the project which results in pre-financing by IFAD.</p> <p>c) There is a risk of implementation delays due to lack of knowledge of IFAD procedures related to disbursements.</p> <p>d) There is a risk of portfolio suspension due to arrears.</p>	<p>High</p>	<p>a) The Financial Manual clearly details fund flow and disbursement arrangements (including all bank accounts to be opened for purposes of managing flow of funds).</p> <p>b) The PMU will maintain control of funds disbursed to SIUs, based on levels of activity.</p> <p>c) The Financial Manual developed during design includes detailed cash flow forecasting procedures will ensure adequate liquidity management.</p> <p>d) Government's contribution will largely be in-kind, reducing the reliance on cash contributions to the project.</p> <p>e) Government funds should be pre-paid into the dedicated account every month.</p> <p>f) The Financial Manual outlines steps to take to escalate the issue if Government contributions fall short of commitment.</p> <p>g) Training will be provided to all staff, including senior managers, on IFAD financial management and disbursement procedures.</p> <p>h) A mid-year follow up on implementation will be conducted in the first year to ensure that things are on track.</p>	<p>Medium</p>
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<p><u>4. Internal Control</u></p> <p>a) Weak control structures magnified with vast distances between Centre and States.</p> <p>b) Remoteness of villages where expenditures are going to take place.</p> <p>c) Limited FM staff at state level and segregation of duties</p> <p>d) Rural finance mechanism and lack of well defined internal controls</p>	<p>High</p>	<p>a) The FM organisational structure was developed with consideration of the need for adequate segregation of duties at both PMU and SIU level.</p> <p>b) A detailed Financial Manual was developed by IFAD during design which considers many lessons learnt from existing projects and aims to outline improved internal controls which are specific to project activities.</p>	<p>High</p>
<p><u>5. Accounting Systems, Policies & Procedures</u></p> <p>a) Manual or Excel based accounting prevails.</p> <p>b) Policies and procedures are created but are not adhered to by accounting staff.</p> <p>c) Lack of consistency with different layers within the Project structure in application of accounting policies and procedures.</p> <p>d) Projects are not familiar with the</p>		<p>a) The successful implementation of accounting software at both PMU and State level will be a condition precedent in the Financing Agreement.(Gov will</p>	

<p>concept of accounting for in-kind contributions and the accounting system does not cater for it.</p> <p>e) IFAD experience in Sudan indicate that accounting software developed for projects by local suppliers are often not in line with the terms of reference.</p> <p>f) Locally developed accounting software often lacks the ongoing in-country technical support aspect.</p> <p>g) Procurement of internationally developed accounting software is too expensive for the project.</p>	<p>High</p>	<p>funds via start up cost allocation)</p> <p>b) The TOR for the accounting software procurement is included in the Financial Manual and pays specific attention to recording of in-kind contributions</p> <p>c) A Detailed Financial Manual has been developed during the project design.</p> <p>d) All finance staff will be required to take and pass IFAD's e-learning on financial management.</p>	<p>Medium</p>
<p><u>6. Reporting & Monitoring.</u></p> <p>h) Accounting software is unable to produce consolidated financial management reports (which includes all sources and uses of finance).</p> <p>i) Projects do not prepare and submit interim financial reports to IFAD in the required</p>			

<p>format and in a timely manner.</p> <p>j) Management monitoring of financial reports do not take place.</p> <p>k) In-kind contributions are not accounted for/ reported on in the financial statements.</p> <p>l) Projects do not adopt accounting standards which are acceptable to IFAD (in line with IFAD's Handbook for Financial Reporting and Auditing of IFAD-financed projects)</p> <p>m) Accounting systems do generate reports which allow the ability to monitor IFAD pre-financing of Government contributions.</p>	<p>High</p>	<p>a) The TOR for the accounting software which is included in the Financial Manual pays specific attention to 1) required financial reports in line with IFAD requirements 2) reporting on in-kind contributions 3) consolidated reporting 4) reporting per financier (to identify pre- financing issues)</p> <p>b) Requirements related to IFAD's Handbook for Financial Reporting and Auditing of IFAD-financed projects is incorporated in the Financial Manual and pays specific attention to:</p> <p>a. The requirement to prepare financial reports in line with IPSAS cash</p> <p>b. The requirement to prepare and submit interim financial statements on a quarterly basis</p> <p>c. The requirement to report on in-kind contributions (including guidance on how to measure such contributions)</p> <p>c) IFAD recently developed an IPSAS cash reporting template which will be shared with the project in Excel format with the intention of assisting the financial reporting process.</p> <p>d) The Financial Manual prescribes the requirement to adopt IPSAS cash basis of accounting.</p>	<p>Medium</p>
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<p><u>7. Internal Audit</u></p> <p>a) Internal auditor assigned to project is on part time job</p> <p>b) Ex ante check of each transaction, therefore the true nature of the function does not exist.</p> <p>c) Internal audit function does not exist at the locality/village levels.</p> <p>d) Lack of independence of internal audit function.</p>	<p>High</p>	<p>a) Internal auditor recruited from open market.</p> <p>b) Internal audit firm services recruited at midterm, scope to cover activities at state / locality level</p> <p>c) Both to report directly to Steer Co in order to maintain independence.</p>	<p>Medium</p>
<p><u>8. Auditing</u></p> <p>a) National Audit Chamber (NAC) is not in compliance with IFAD Audit Guidelines and TORs.</p> <p>b) Revolving matching equity to PFIs is not audited</p>	<p>Medium</p>	<p>a) NAC was invited to IFAD training recently held in Sudan with the purposes of communicating IFAD auditing requirements.</p> <p>b) Continue the dialogue with NAC and invite them to any future FM training to Sudan portfolio to ensure that IFAD requirements are fulfilled.</p> <p>c) TOR to include agreed upon procedures related to use of rural finance mechanisms,</p> <p>d) The design team met with NAC and confirmed the IFAD requirement to provide a no objection to the scope of work. NAC agreed to facilitate this process with the projects, including for this project.</p> <p>e) A recent amendment to the Companies Act of Sudan requires that audits be undertaken in line with international standards. NAC has confirmed that they audit in line with ISA.</p>	<p>Low</p>
<p>Project Fiduciary Risk at design:</p>			
<p>OVERALL FM RISK</p>	<p>HIGH</p>		<p>MEDIUM</p>

I. Environment and Social category

119. Based on IFAD's environmental and social categorization and criteria scheme and the results of the guiding

questions for environmental and social risk screening, the SNRLP project is classified as category B. With its focus on NRM interventions, the programme will have a positive environmental impact. The range of NRM initiatives supported will include water harvesting structure, soil and water conservation measures, forestry development initiatives and rangeland development steps. Some of these initiatives, e.g. developing water points can have negative consequences through as depletion of the aquifer and related depletion of rangeland. Similarly, the promotion of NR related livelihoods and technologies could have unintended adverse environmental and/or social impacts (e.g. small-scale aquaculture, natural resources-based value chain development, slaughterhouse, earth dams, etc.). These adverse impacts, however, are likely to be limited in scope and magnitude and are easily mitigatable through related awareness-raising, promotion of environmentally and climate resilient practices and close follow-up from the project team. No formal Environmental and Social Impact Assessment (ESIA) is required at the stage of project design, however the SECAP note summarises the mainstreamed activities which are recommended.

120. To identify the main environmental and climate risks in a cluster, the NRLMP in each cluster will be backed by a Climate Risk Assessment and Management Plan (CRAMP). The CRAMP will be developed as a part of the NRLMPs development process. The CRAMP will influence the CDC/NECs at the time of developing the NR vision for the clusters. It will also highlight the climate risks to be considered (in the NRLMPs) while identifying the interventions for attaining the NR vision of the cluster or network.
121. Similarly each LIP will be backed by a Climate Adaptation Investment and Management Plan (CAIMP). The CLAIMPs will identify the specific climate risk and mitigation measure association with the implementation of the activities defined in each LIP. Together the CRAMP and CLAIMPs will address:
122. Mechanized, rain-fed agriculture sector issues such as impacts of traditional rain-fed agriculture; mechanized irrigation; traditional irrigation, livestock husbandry, health-related impacts (water and chemicals); solid wastes and hazardous management issues. The solutions explored in response to these issues will include avoiding cultivation of water consuming varieties of crops; planting more trees (forest and horticulture) to keep the environment cool; reintroducing drought tolerant varieties and less water consuming of crops (e.g. Guar); farmers providing ground water irrigation frequently to protect their crops from drought; farmers taking necessary action to collect water from deeper level; maintaining the humidity of land; practice diversified associate crop production and mulching system; local seed collection and preservation systems; changing the food habits of the livestock and arrange alternative fodder like dry straw instead of depending upon natural fodder for the cattle; Proper arrangement for vaccines and other preventive measures for poultry birds and livestock.
123. Forestland management issues such as Forestry sector environmental impacts, deforestation rates and impacts, potential conflict 'flashpoint' over wood and charcoal. The solutions which will be explored will include, afforestation and plant protection programs, planting more trees by the side of crop fields and ponds, measures to combat desertification and the advancement of sand dunes, particularly in North Kordofan, afforestation measures.
124. Freshwater resources issues such as, hafirs' design and maladaptation, conservation of wetlands, Invasive plant species, water (and soil) pollution, soil erosion, groundwater exploitation, fresh water fisheries, water sector environmental governance. The solutions which will be explored will include increasing water availability by using naturally depressed areas as artificial reservoir of water, installing deep tube-wells, farmers providing ground water irrigation to protect crop from drought, farmers depending upon pond and reservoir water, initiating supplemental irrigation, farmers taking necessary action to collect water from deeper level.
125. The project is positioned to have a positive social impact. It is designed to promote resilience of communities living in fragile areas of Sudan with a strong focus on collaboration between communities and the inclusion of marginalized groups such as women, youth and pastoralists. It will capitalize on the social capital built by previous IFAD projects: village institutions, networks, community extension agents and leverage these for participatory planning and sustainable NRM and use these villages to promote best practices in social mobilization in new villages. The creation of representative bodies inclusive of different users of NR (especially those who may be marginalized such as women, youth, pastoralists) will help to build peace through negotiation of conflicting interests.
126. SNLRP will leverage the inter-linkages between rural development, the economic and social empowerment of women, youth and pastoralists. The project will have a positive impact on nutrition through facilitating access to increased incomes from agricultural production and small businesses, increased availability of food, provision of water, labour saving machinery, renewable energy (solar and gas), GALS training to facilitate women's empowerment and more equitable distribution of responsibilities and resources and nutrition awareness training. The pastoralists are a community in transition in a challenging environment. A diagnosis will be undertaken to map their location and characteristics in the selected localities, analyse their specific issues and identify strategies and investment opportunities to include them in the formulation of the NRLMP.
127. IFAD has a Complaints Procedure to receive and facilitate resolution of concerns and complaints with respect to alleged non-compliance of its environmental and social policies and the mandatory aspects of its Social, Environmental and Climate Assessment Procedures. For more information, visit the IFAD webpage: <https://www.ifad.org/web/guest/accountability-and-complaints-procedure>. The component 1 community participatory process leading to the development and agreement on NRLMPs which are setting the frameworks for the

participatory development of LIPs, complies with FPIC requirements.

J. Climate Risk classification

128. The SNRLP has been classified as High Risk and will operate in regions in Sudan which are characterized by being highly vulnerable to climate change, such as North Kordofan. Since 2015, most of the references on Sudan have mentioned that Sudan is highly vulnerable to climate change with some particularly fragile sectors such as food security, water resources and agriculture. Accordingly, a Climate Risk Assessment (CRA) will be prepared. As discussed in the earlier section, CRAMP and CLAIMPs will be developed to support the NRLMPs and LIPs to consider the climate related risks and include appropriate solutions to adapt to these risks.

4. Implementation

K. Organizational Framework

a. Project management and coordination

129. **The Inter-Ministerial Steering Committee:** An Inter-Ministerial Steering Committee, is already in place and meets two times a year to oversee all IFAD co-financed projects in Sudan. The Minister of Agriculture and Forestry (MoAF) chairs the committee. Other representatives are from the Ministry of Finance and Economic Planning (MOFEP), Ministry of Irrigation and Water Resources (MoIWR), Ministry of Animal Resources, Fisheries and Wildlife (MARFW) and the State Ministries of Production and Economic Resources (MPER) in the programme supported States. The Central Coordination Unit (CCU) for IFAD co-financed projects is included in the committee. Specifically for SNRLP, the committee will provide an enabling environment, remove bottlenecks in the policy engagement activities at the National and State levels; review and approve NR governance and management related policy and best practice recommendations emerging from the CPCU and champion the adoption of these recommendations by National and State level agencies.
130. **National Programme Steering Committee (NPSC):** The NPSC will be constituted to meet every quarter to oversee programme planning, review progress, provide strategic guidance and facilitate linkages to government services and private sector stakeholders. The undersecretary of the MoAF will chair the NPSC. Other members will be the undersecretaries of the MOFEP; MARFW; MoIWR; Higher Council of Environment (HCE) and the Forestry National Corporation (FNC). Also, the Director Generals (DG) of the MPER of the nine programme States and the senior coordinator of the CCU will be members. The NPSC will constitute a NPSC Technical Committee from within the NPSC members to serve as a standing committee empowered to meet whenever needed to resolve implementation bottlenecks that cannot be settled at the State level.
131. **State Steering Committee (SSC):** A SSC in each State will oversee planning, review progress, facilitate linkages between programme stakeholders and removing bottlenecks affecting smooth implementation. The Director General of the MPER will Chair the SSC in each State. Other members will include representatives of the technical departments of the MPER, FNC, and the Ministry of Physical Planning and Public Works (MPPPW). The SSC will also include relevant Locality commissioners, cluster representatives and representatives from the Women's Association, Pastoralists' Association and Farmers' Association. The SSC will meet on a quarterly basis. It will constitute a SSC Technical Committee from within the SSC members to meet whenever needed to resolve any programme implementation bottlenecks encountered within the State.

Implementation structure

132. SNRLP implementation will be headed by a central programme coordination unit (CPCU) in Sennar assisted by a State programme coordination Unit in each of the 9 states.
133. **Central Programme Coordination Unit (CPCU):** The CPCU, located in the former premises of the SUSTAIN project in the Singa town (Sennar State), will serve as the programme headquarters and will lead overall programme implementation. The Programme Director (PD) will head the CPCU and will implement the programme through a central technical support team and a central operations support team. An internal audit team will also be located in the CPCU (Refer PIM for organisational structure).
- *Central technical support team:* The central technical support team will be responsible for overall technical planning, implementation oversight, technical guidance to the SPCUs. It will comprise the Senior NRM Expert (SNRE); Senior Livelihoods Development Expert (SLDE); Senior Gender and Community Development Expert (SGCE); Senior M&E Expert (SMEE) and a Senior KM and Communications Expert (SKCE); The Senior NRM Expert will be the Deputy Programme Director. Any other member of the technical team can function as the

Deputy Programme Director in the absence of the SNRE.

- *Central operations support team:* This team will be responsible for programme financial planning, management and control; overseeing programme procurement, contracting and contract management and staff evaluation. Also, it will develop an internal system to monitor, record and report in detail all types of contributions from community, locality and state levels. It will consist of the Financial Manager (FM), Senior Central Programme Accountant (SCPA), Senior Central Procurement Expert (SCPE) Central Procurement Assistant (CPA), Central Programme Accountant (CPA), and the Central Administrative Assistant (CAA).
- The CPCU will also deploy 3 regional programme accountants (RPA) to strengthen the capacity at SPCUs. Each regional position will be responsible for 3 SPCUs and will be based in one of these SPCUs. The allocation of SPCUs to regional staff and the SPCU where they will be based will be finalised by the Financial Manager during programme start-up. The regional staff will be paid from the CPCU programme budget, which will be responsible for oversight and support of their allocated states. The regional programme accountants will report to the Financial Manager based at the CPCU.
- *The internal audit team:* A qualified Senior Internal Auditor (SIA) will be based at the CPCU. Given the large organisational structure and geographical spread of SPCUs, the services of an internal audit firm will be procured at midterm to support the SIA. The internal audit plan will cover the CPCU and SPCUs. Both the internal auditor and firm will maintain independence by reporting directly to the NPSC.

134. State Programme Coordination Units (SPCU): Nine SPCUs, one in each State, will lead programme implementation in the States. The nine SPCUs will be in Kassala (Kassala State), Rufaa (Gezira State), Subagh (Gadaref State), Abu Dileg (Khartoum State); Al Damir (River Nile State); Singa (Sennar State); El Obeid (North Kordofan State), Al Foula (West Kordofan State) and Al Abbassiya (South Kordofan State). The State Coordinator (SC) heading an SPCU will be assisted by a State technical support team, a State operations support team and a set of Cluster Development Teams (CDT). The composition and functions of these teams are given below:

- *State technical support team:* This team will be based in the SPCU and will be responsible for technical planning, implementation, monitoring, follow-up and reporting of all State level programme activities. It will also train, guide and backstop the CDTs, YPs and LEN volunteers during programme implementation. This team will comprise the Water Resources Management Officer (WRMO); Forestry Management Officer (FMO); Rural and Agricultural Development Officer (RADO); Community Development and Gender Officer (CDGO); and the M&E, KM and Innovations Officer (MKIO). i) The WRMO, FMO and RADO will have technical oversight from the Senior NRM Expert in the CPCU ii) The CDGO will have oversight from the SGCE in the CPCU iii) the SKCE will have technical oversight from the SMEE.
- *State operations support team:* This team will be based in the SPCU and will be responsible for all State level financial, procurement and administrative aspects of the programme. It will comprise the State Accounts Officer (SAO); State Procurement Officer (SPO) and State Administrative and Accounts Assistant (SAAA).
- The Programme Accountants at SPCU level will report directly to the respective state coordinators and via matrix management to regional accountants. The proposed structure will allow for adequate segregation of duties.
- *Cluster development teams:* Each State will have 2-4 cluster development teams. Ten Cluster Development Teams (CDT) will be deployed to the Kordofan region, 8 to the Butana Region and 2 to the Sennar region according estimated number of ecosystem-based clusters in the States. The CPCU can fine tune this distribution as the time of implementation based on the actual number of clusters selected in each state. The CDTs will carry out cluster mobilisation activities through training and capacity building of groups, VDCs and CDCs; follow-up programme activities implemented at the community level; ensure inclusion of vulnerable groups, (women, youth and pastoralists) in the programme activities; mentor YPs and young extension agents and prepare and submit cluster reports to the SPCUs. Each CDT will consist of two Cluster Development Officers (CDO), one male and one female. The CDTs will be based in the Localities close to the programme clusters. The YPs and young extension agents, will be considered as informal part of the CDTs based in the clusters or networks on voluntary basis.
- *Cluster or network procurement committee (CPC):* Each cluster or network will form a cluster procurement committee consisting about 5-8 members drawn in a manner that all the communities are represented. The CPC will be trained in procurement and carry out all cluster or network level procurement activities with supervision from the SPCU. The CPC members will be volunteers and not paid by the programme.

135. Regional Policy Coordination Centers: SNRLP will establish three Regional Policy Coordination Centers (RPCC), one in each sector, to anchor the programme activities related to NR policy, laws, governance and regulations in the sector. The Gazera SPCU in Rufaa, the Sennar SPCU in Singa and the North Kordofan SPCU in El Obeid will host the SPCCs in the Butana, Sennar and Kordofan regions respectively. A Regional Policy Specialist (RPS) will lead each SPCC supported by a team of State Policy Officers (SPoO) one from each State in the sector. However, the Sennar SPCC will have a slightly different configuration with one SPO from the Sennar State and two SPOs from the neighbouring Blue Nile and White Nile States in order to ensure coordination and harmonisation of inter-state policies, laws and regulations mainly targeting pastoralists using the same stock-routes running across the three states.

136. Recruitment of staff: All staff members in the CPCU will be recruited competitively from the open market. All SPCU staff will also be recruited competitively. Interested Government staff can apply and get selected through the competitive recruitment process. Since project management and technical capacity staff members have remained a

challenge in the Sudan country programme, SNRLP will mitigate the risk by retaining the qualified staff on the ground from previous projects. Supervision missions will assess staff performance and capacity on a regular basis and recommend steps to address capacity gaps.

137. IFAD has a Complaints Procedure to receive and facilitate resolution of concerns and complaints with respect to alleged sexual exploitation and abuse (SEA). For more information, visit the IFAD webpage: <https://www.ifad.org/en/document-detail/asset/40738506>.

b. Financial Management, Procurement and Governance

138. **Financial management:** The financial management risk assessment is HIGH. After implementing mitigation measures the risk rating can improve to MEDIUM:

Risks	Mitigations
- High country risk (inherent)	- None
- Implementation over a large geographical area and weak internal control environment	- Centralised/ring-fenced CPCU, CCU support, regional accounting support staff, competitive recruitment of key staff, IFAD development of PIM before start-up
- Inadequate disbursement from GoS and IFAD pre-financing of such contributions	- Formalised withdrawal process from GoS based on cashflow needs, CCU facilitation
- Lack of skills/experience	- IFAD e-learning, training, secondments to existing programmes,
- Implementation readiness	- Early procurement of accounting software and appointment of key staff funded by GoS (both will be considered as a condition precedent to disbursement)
- Non-compliant and irregular financial reporting	- Adoption of IPSAS cash, monthly/quarterly/annual reporting (guidelines in PIM)
- Weak internal audit function	- Assigning an internal auditor, appointment of a firm at mid-term, reporting directly to Steering Committee

139. The financial management structure will comprise a CPCU team with a Financial Manager, Senior Central Programme Accountant, Central Programme Accountant, Central Administrative assistant, Senior Central Procurement Expert, Central Procurement Assistant and Senior Internal Auditor. The CPCU team will be responsible for overall coordination of the programme. The CPCU team will be assisted by 9 SPCU teams comprising of a State Accounts Officer, State Administrative/Accounts assistant and State Procurement Officer. SPCU level capacity will be strengthened by 3 regional programme accountants (refer programme management section above).

140. All financial management staff (including procurement) will be sourced on a competitive basis (ToRs outlined in PIM) as outlined in the paragraph above for Recruitment of Staff . Newly appointed staff will spend an amount of time with existing projects to build capacity. All programme staff will undertake the IFAD FM e-learning course. The internal controls and other financial management arrangements are outlined in the Financial Manual Section of the PIM. It has been tailored to meet the specific needs of the programme and will be handed over to the Financial Manager once he/she is appointed. The Financial Manager will be responsible for ensuring that this document is changed and updated as required, subject to IFAD no objection.

141. *Budgeting:* The AWPB will be initiated at the cluster or network level based on beneficiaries needs (bottom up approach). The AWPB format and preparation guidelines are defined in the PIM. The accounting system functionality will allow for the monitoring of actual to budget expenditure by category, component and financier.
142. *Flow of funds and disbursement arrangements:* The IFAD Loan, IFAD Grant and LDCF/GEF Grants will be denominated in Euro and will be advanced to a Euro-denominated designated account (DA) maintained at Central Bank of Sudan. The programme will use available IFAD disbursement methods. The DA will be managed on an imprest basis. The programme will be required to submit quarterly Withdrawal Applications (WA) or once 30% of the advance has been utilised (whichever occurs earlier). Details of authorised allocation, Statement of Expenditure (SoE) threshold and other disbursement related details will be outlined in the Letter to the Borrower/Recipient.
143. The CPCU will open an SGD pool account for receiving both IFAD Loan, IFAD Grant and LDCF/GEF and Government contributions. Government contributions to the CPCU pool account will take place on a monthly basis in advance, based on formal requests from the programme to Government and based on the Governments' commitment as captured in the AWPB. If Government does not contribute the required amount in a timely manner, the programme, with the assistance of the CCU will engage with Government to resolve the issue. From the CPCU pool account, funds will be disbursed to the respective SPCU bank accounts (SGD) based on SPCU level cashflow needs.. Beneficiary cash contributions are made into the relevant SPCU bank accounts. From the SPCU bank accounts, payments will be made directly to suppliers of goods/services or via rural finance mechanisms as outlined in the PIM.
144. All bank accounts in the programme will have at least three authorised signatories. All payments will be by bank transfers or cheque payment, except for petty cash expenditures or expenditure related to activities implemented at community/locality level where it is not possible to pay by cheque. Cash payments will be managed via advance payments as outlined in the PIM.
145. *Accounting systems, policies and procedures and financial reporting:* The programme will adopt the International Public Sector Accounting Standards (IPSAS) Cash accounting standard which is acceptable in terms of the IFAD Financial Reporting and Auditing of IFAD financed projects (FR&A) handbook. Accounting software procurement/installation will be a disbursement condition . A proposed ToR for the accounting software is included as an annexure to the PIM and specifies the requirement for ongoing technical support and software updates. The accounting system will allow monitoring by source of finance to ensure that pre-financing by IFAD/GEF if GoS contributions do not occur. All accounting policies and procedures are documented in the PIM. The CPCU will prepare monthly management reports in a suitable format which will serve as an internal monitoring tool. The programme will provide interim (quarterly) and annual financial statements in line with the IFAD FR&A handbook (details in the PIM).
146. *Internal and External Audit arrangements:* The National Audit Chamber (NAC) will conduct the annual audit. Some shortcomings in their audit reporting has been identified but recent IFAD financial reporting and auditing training intervention and ongoing engagement is expected to address this issue. NAC will perform both the annual statutory audit and additional agreed upon procedures, designed for the purposes of testing and validating expenditure at the beneficiary level. The scope of work will be agreed annually and submitted to IFAD for no objection. A qualified senior internal auditor will be assigned to project and based at the CPCU. Given the large organisational structure and geographical spread of SPCUs, the services of an internal audit firm will be procured at midterm. The internal audit plan will cover the CPCU and SPCUs. Both the internal auditor and firm will maintain independence by reporting directly to the National Programme Steering Committee.
147. *Use of Country Systems:* Currently, IFAD-financed programmes in Sudan place reliance on country systems with regards to 1) internal audit (MoFEP internal auditor seconded to projects); 2) external audit (NAC statutory audit); 3) treasury (DA with the Central Bank of Sudan); and 4) organisation (Financial Management staff seconded to projects). This programme therefore is expected to continue its reliance partially on country systems in relation to these elements.

148. *Implementation readiness*: EUR 340 000 will be allocated as start-up cost to cover costs related to disbursement condition. The cost includes cost of procurement and implementing the accounting software and recruitment of key staff and staff training.

149. *Anticorruption and good governance framework*: IFAD's anticorruption and good governance framework will be applicable to the programme.

150. **Procurement**: Procurement at levels of national competitive bidding (NCB) and international competitive bidding (ICB) methods will be carried out by the Central Coordination Unit for IFAD co-financed projects (CCU) on behalf of the projects. However, the procurement function at CCU will require streamlining/strengthening of its capacity. Recently, CCU has recruited a procurement assistant, assigned from the Government, how will need further training particularly on IFAD Procurement Guidelines and knowledge of IFAD Procurement Handbook. The Programme procurement will follow Government Guidelines as far as they are in line with the IFAD Guidelines. Also considering capacity gaps indicated, close monitoring from the ICO will be made to ensure no deviation occurs.

151. *Arrangements for procurement*: Depending on procurement volume and value, SNRLP procurement activities will be carried out at CCU level, CPMU level, SPIU and community level. Considering the relatively weak capacity at present, close monitoring by ICO will be exercised to guide the process. The Programme will follow the procurement thresholds set in the Letter to the Borrower and in the approved Procurement Plan. Procurement of goods and works will be bulked into sizeable bid packages to attract adequate competition thus resulting in cost-effective and efficient procurement. At community level, procurement with community participation will receive oversight from the procurement staff in the SPCUs to ensure adherence to required procedures and processes.

152. *Procurement Methods*: Procurement of works and goods will be done through: (i) international competitive bidding (ICB); (ii) limited international bidding (LIB) or restricted tendering; (iii) national competitive bidding (NCB); (iv) international or national shopping or requests for quotations; (v) direct contracting; and (vi) procurement with community participation. Similarly, the procurement of consulting services will done through (i) quality and cost-based selection (QCBS); (ii) quality based selection (QBS); (iii) selection under a fixed budget (FBS); (iv) selection based on consultants' qualifications (CQS); (v) least cost selection (LCS); (vi) single-source selection (SSS); and (vii) selection of individual consultants (IC). For each contract to be financed from the IFAD financing proceeds, the types of procurement methods, estimated cost, prior review requirements and time-frame will be agreed between the Programme and IFAD when approving the Programme Procurement Plan.

153. *Thresholds for Procurement Methods*: While eventually the specific thresholds for procurement financed under the Programme will be stipulated in the Letter to the Recipient (LTR), following are the recommended thresholds:

	Type of procurement	Thresholds	Procurement method
1	Works	- More than EUR 300,000	- ICB*
		- EUR 50,000-300,000	- NCB
		- Less than EUR 50,000	- National shopping & community participation
2	Goods	- More than EUR 200,000	- ICB*
		- EUR 25,000-200,000	- NCB

		- Less than EUR 25,000	- National shopping
3a	Consulting services (firms)	- More than EUR 100,000	- QCBS
		- Less than EUR 100,000	- CQS
3b	Consulting services (individual)**		- Individual consultant selection procedures

*using the WB's standard bidding documents.

**The specific nature of the assignment will determine the method of procurement and will be pre-determined in each approved procurement plan.

154. *Thresholds for Prior Review.* For the purposes monitoring and review of IFAD's Procurement Guidelines, the following shall be subject to prior review by the Fund: i) Award of any contract for goods and equipment estimated to cost EUR 50,000 equivalent or more; ii) Award of any contract for works estimated to cost EUR 100,000 equivalent or more; iii) Award to a firm of any contract for consultancy services estimated to cost EUR 100,000 equivalent or more; iv) Award to an individual of any contract for consulting services estimated to cost EUR 25,000 equivalent or more; and v) Award of any contract through direct contracting, single source selection, including selection of United Nations agencies, irrespective of the amount. Furthermore, for consultancy services, all terms of reference, short-listing (if applicable) and draft contracts will be subject to IFAD prior review. The aforementioned thresholds may be modified by IFAD during the course of Programme implementation (Refer PIM for more details)

155. *Staffing and Capacity Development:* The staffing of the procurement function in the Programme will comprise one senior procurement expert with a central procurement assistant at the CPCU and one state procurement assistant at each of the nine SPCU offices. These positions will be filled competitively, at the CPMU and SPIU levels and their contracts will be performance-based contracts. Competent GoS staff will be eligible to compete and if selected, will be hired as Programme staff and it will be their responsibility to take all necessary arrangements in accordance with the labour laws of the country. These staffs, as well as community procurement committees entrusted with procurement at cluster levels will undergo intensive capacity development to establish sound procurement management system in the Programme. Refer PIM for more details.

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

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

156. **Planning:** The period of the Annual Work Programme and Budget (AWPB) will coincide with the annual budget period of the GoS from January to December. SNRLP will develop the AWPB through a participatory approach. The CPCU will prepare a common AWPB template for all SPCUs along with guidelines. AWPB development will commence with consultation between the Community Development Teams (CDTs) and the CDC/NECs about the activities for the next year. In consultation with the CDTs the SPCU technical officers will develop technical work plans for the next year. Each SPCU will organize a 2-3 days AWPB development session where the technical work plans and targets will be agreed to and reflected in the AWPB format. The targets set will be aligned with the targets in the log frame. The Finance Officer will prepare the technical and operations budget of the SPCU. The M&E, KM and Innovation officer will prepare the annual M&E plan and the Procurement Officer will prepare the Procurement Plan (PP). Based on these inputs SPCU coordinator will compile and share the draft State AWPB with the CPCU along with M&E plan and PP.

157. The CPCU will review and consolidate the AWPBs and PPs for the nine States and share the consolidated AWPB with IFAD for an initial review. Comments from IFAD will be discussed in review meetings of the CPCU and the SPCUs. The CPCU will fine tune the AWPB addressing the comments from IFAD and submit the final AWPB to IFAD for no objection. If IFAD does not provide comments after thirty (30) days of receipt of the AWPB and PP, the AWPB shall be deemed acceptable.

158. **M&E:** The M&E system will be established and managed by the CPCU and the SPCUs with support from IFAD in accordance with established IFAD procedures. It will be built around the set of selected indicators outlined in the logical framework taking into account key IFAD corporate indicators and project specific indicators. The CPCU will have the overall responsibility for M&E and follow a participatory approach. The Senior M&E Expert at CPCU will be responsible for the proper functioning of the overall M&E system and will guide the deployment of the M&E system at the SPCU level. The person will also be responsible for oversight of the data collected and consolidation of the data

from different states. Standardized data collection formats will be designed based on which the YPs, young extension agents, VDCs and the CDC/NECs will collect data about programme performance in the cluster or network levels. The CDOs will validate the results and submit the reports to the SPCU where the M&E, KM and Innovation Officer will consolidate and report the results to the CPCUs for programme level consolidation and reporting against the logframe indicators and preparation of monthly and semi annual reports submitted to IFAD.

159. *Management Information System (MIS)*: Within the first three months of the Programme, the CPCU Senior M&E Expert must develop the required specifications for a Management Information System (MIS), which will be instrumental in the data collection and analysis as well as in their reporting. The MIS must incorporate mobile and internet technologies which can make the data collection and dissemination of results easy and readily accessible. The MIS must have sufficient tools (information dashboards, charting tools, and custom reports) for data review, analysis and dissemination. The CPCU Director will closely work with the Senior M&E Expert to procure a consultant/firm to develop and implement the MIS.
160. *Reporting: Monthly report*: The SPCUs will prepare monthly status reports with quantitative information on progress against the planned targets. The status report will include technical reports prepared by the technical officers in the SPCUs. The SPCUs will submit these reports to the CPCU Director for review no later than five (5) working days after the end of the month. *Semi-annual progress reports*: The CPCU will develop semi-annual Progress Report based on the monthly reports received from the SPCUs and submit these reports to IFAD no later than forty-five (45) days after the end of the period. The Senior M&E expert in the CPCU will be responsible for the preparation of the semi-annual reports (refer PIM for more details). Semi-annual M&E reports will be updated prior to IFAD supervision missions. Updates to the progress on Logframe Core Indicators will be provided during supervision missions and at any other time as requested by IFAD.
161. *A Start-up Workshop* will be conducted at the onset to present the steps for AWPB preparation as well as the M&E system. Under the guidance of the CPCU staff a special session on M&E system will be organised to brief participants about the Project Logical Framework, progress reporting and evaluation arrangements. Additionally, IFAD's new core indicators, and key performance indicators will be presented.
162. *Baseline studies*: Baselines will be carried out only in those areas which were not previously covered by IFAD-funded interventions. For all the other areas, data available from impact studies and PCRs will be used. If needed, researches will be carried out to investigate aspects which are relevant for implementation, but not reported by previous IFAD interventions documentation (refer PIM for more details).
163. **Knowledge Management**: KM 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 related to the community governance of NR in Sudan. To produce knowledge which is demand-driven, the knowledge needs of the target groups, specifically women, youth and pastoralists will be assessed. Consultation will be held to identify and address knowledge and capacity priorities, needs, gaps and solutions. Based on this information, information materials and training for target groups will be produced with support of the M&E, KM and Innovation officer in the SPCU.
164. The CDTs will play a crucial role in liaising with VDCs to identify lessons learned and best practices from the field. The lessons learned and best practices collected at the field level will be transmitted to the state level, through the SPCUs M&E, KM and Innovation officers. The latter will have to identify those experiences or innovations that can be potentially useful to broader audiences and use it as inputs for the preparation of Knowledge Products (KPs). In the case of case studies, she/he will provide support to the CDTs to produce written materials (refer PIM for more details).
165. *Learning*: Another task which should be regularly performed by the CPCU Senior M&E expert refers to the promotion of specific learning events to the benefit of the programme teams in the nine States such as project learning days: this will allow all the participants to get training on specific issues, and possibly interact and exchange ideas and experiences on a regular basis. Documentation containing the main points arisen during these events will be produced shortly after their implementation, distributed among participants and but also shared at a wider level with all relevant stakeholders.
166. *Communication*: The SPCUs will regularly provide the CPCU with KPs. The Senior M&E expert in the CPCU will arrange and prepare these products for a wider sharing among all the stakeholders of current IFAD funded interventions in Sudan. This will be carried out through the KM unit of the Central Coordination Unit (CCU) for IFAD co-financed projects based in Khartoum. The CCU web page already has relevant information of all IFAD projects in the country (both ongoing and closed) and this will be the main dissemination channel also for SNRLMP. To increase the visibility, a specific hyperlink to this web should be added in the IFAD intranet page covering operations in Sudan. This action should be carried out in close liaison with NEN KM focal point in Rome by the first of year of implementation (refer PIM for details).

b. Innovation and scaling up

167. Innovation and scaling up: The innovations which are built into the programme includes: i) SNRLP will adopt an ecosystem based cluster approach where a cluster of communities sharing a common ecosystem (rangeland, forestland, farmland or water resource) will be targeted instead of individual isolated communities. Joint action by all the communities using a common ecosystem approach will result in faster and lasting NR governance and management results. This approach is an improvement over selecting individual isolated villages followed by previous projects where neighbouring villages are often unreached even though they have similar needs ii) The NRLMPs will present comprehensive land use plans for the cluster or network and provide a vision for the improvement of the NRs in the cluster or network through integrated governance and management of the NRs. Though some project such as LMRP has something similar in the form of CAPs, the scope of these CAPs are limited as they focus mainly on areas of project investment without addressing the issue of governance and management of the NRs; iii) The clusters or networks will be developed around the concept of the governance and management of the common resources shared by the different communities resulting in the resolution of conflicts and improvement of the health of the common NRs. Ongoing projects have relatively less focus on investment in the improvement of common resources; iv) Pastoralists will be a key target group. They will be involved in consultations regarding the management of the common resources from the beginning and will also participate in the governance structures developed for oversight of the common resources. Seed capital support to support start up pastoralist youth enterprises will be provided; v) The use of young professionals and youth extension agents have demonstrated good results in the BIRD. SNRLP will scale up these experiences across the programme area.

M. Implementation plans

a. Implementation readiness and start-up plans.

168. Implementation readiness and start-up plans: The ICO will take steps to ensure readiness for implementation of the programme: i) The office facility for the SNRLP CPCU will be secured in the Singa town of the Sennar State. A large office building has been financed by the SUSTAIN project and will be only partially occupied by the State Office of the IAMDP. This premise will be secured as the office of the SNRLP CPCU. Similarly, office space will be secured for the 9 SPCUs; ii) A committee will be established to oversee the recruitment of the programme staff; iii) The assets of the BIRD project, which will be closing soon, will be inherited mainly vehicles, office equipment etc. Similarly, some of the assets of the IAMDP State Office in Sennar, sharing premise with the SNRLP CPCU, will shared some of its assets mainly vehicles and office equipment; iv) With the assistance of the current IFAD co-finance projects operating in the SNRLP project area the 9 State Governments will be oriented to the ecosystem based cluster approach and will also collect and prepare background details (maps, literature, survey) that is necessary for mapping the clusters or networks v) Partnership commitments will be secured from the Microfinance Unit of the Central Bank of Sudan (CBS-MFU) and the Sudanese Microfinance Development Company (SMDC) to assist the process of selecting PFIs once the SNRLP starts implementation vi) Accounting software procurement/implementation will commence once the financing agreements enter into force. A proposed ToR for the accounting software is included as an annexure to the Financial Manual section of the PIM and specifies the requirement for ongoing technical support and software updates.

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

169. Programme supervision: IFAD's supervisory function will be ongoing and support will be provided to resolve issues that may arise during implementation. Supervision Missions will take place at least once per year and will be organized by IFAD's ICO in coordination with the Borrower, the Lead Programme Ministry and the CPCU. The Supervision Missions will pay particular attention to smooth and timely implementation of the programme and to the achievement of its intended objectives and outcomes, and to the progress made on achieving the log frame and CIs (refer PIM for more details). The supervision missions will monitor the programme feasibility and capacity to deliver on an annual basis based on the following high level triggers:

Triggers	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Number of SPCUs established and fully staffed	9					
Progress in implementation of AWPB	At least 80 percent achieved	At least 80 percent achieved	At least 80 percent achieved	At least 80 percent achieved	At least 80 percent achieved	At least 80 percent achieved

No of NRLMPs developed and approved	20	40	80	10		
No of groups formed, capacitated and developing their LIP	500	1,000	2,500	1,000	500	

170. *Mid-term review*: A Mid-Term Review (MTR) will be carried out three years after programme start-up. This will be an external review led by IFAD. It will assess implementation progress and likelihood of the achievement of the programme development objectives through the evaluation of results reported up to that moment against the Log frame indicators. The MTR will also pinpoint (if need be) corrective actions to be put in place in the remaining implementation period before completion (refer PIM for more details).

171. *Programme completion process and report*: The programme completion review is a process undertaken by the Government of Sudan in close coordination with IFAD at the end of the implementation cycle in order to report on the results achieved through programme interventions. The main purposes of the review process are to promote accountability, reflect on programme performance, produce lessons learnt to inform new programme/project designs, define an exit strategy for sustainability. The learning dimension of the completion process should be emphasized since it provides useful information for improvements in future programme/project designs and programming. (refer PIM for more details).

Footnotes

[1] The project will target landscapes consisting in ecological units where within communities are using shared NRs such as wadis (watersheds), forest or rangeland.

[2] Other references are: i.) Hamid Omer et al., 2017. Policy Making processes in the water, forest and rangeland sectors of Sudan, UNEP, Khartoum, Sudan; ii.) Mia Madsen and Mohammed el Hassan, 2017. 'Securing Communal Land and NR Rights through participatory governance methods; lessons from Sudan', Conference on Land Policy in Africa 2017, Addis Ababa, Ethiopia; iii.) IFAD, 2017. 'Western Sudan Resources Management Programme, Project completion report, El Obeid, Khartoum, Sudan'.



Investing in rural people

Sudan

Sustainable Natural Resources and Livelihoods Programme

Project Design Report

Annex 1: Logframe

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Programme Management Department

Sustainable Natural Resources and Livelihoods Programme

Logical Framework

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				Project reports	Annual	CPCU	
	Household members		504000	720000				
	1.a Corresponding number of households reached				Project reports	Annual	CPCU	
	Non-women-headed households		42000	60000				
	Women-headed households		42000	60000				
	Households		84000	120000				
	1 Persons receiving services promoted or supported by the project				Project reports	Annual	CPCU	
	Males		42000	60000				
	Females		42000	60000				
	Young		25200	36000				
	Indigenous people		42000	60000				
	Total number of persons receiving services		84000	120000				
Project Goal Improved food security, incomes and resilience of pastoralist, agro-pastoralist and smallholder crop farmers in Butana, Kordofan and Sennar regions.	Reduction of severe acute malnutrition in children				Baseline, mid & end line survey	Baseline, Mid-term, Completion	CPCU	
	Prevalence of wasting in children under five (%)		16.5	14.5				
	Households reporting an increase of at least 20% in income as a result of services provided by the project				Baseline, mid & end line survey	Baseline, Mid-term, Completion	CPCU	
	Households		36000	84000				
	Percentage		30	70				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Households with increased score of at least 30% in the resilience score card (appendix 5.2)				Baseline, mid & end line survey	Baseline, Mid-term, Completion	CPCU	
	Households		24000	72000				
	Percentage		20	60				
Development Objective Increase production, secure access to NRs for vulnerable users and improve the sustainability of NR related livelihoods in Butana, Kordofan and Sennar regions.	1.2.1 Households reporting improved access to land, forests, water or water bodies for production purposes				Baseline, mid & end line survey	Baseline, Mid-term, Completion	CPCU	- Government willingness to improve access to NR
	Males		18000	36000				
	Females		18000	36000				
	Young		10800	21600				
	Indigenous people		18000	36000				
	1.2.4 Households reporting an increase in production				Baseline, mid & end line survey	Baseline, Mid-term, Completion	CPCU	
	Households		40	70				
	Males		24000	42000				
	Females		24000	42000				
	Young		14400	25200				
	Indigenous people		24000	42000				
	Households		48000	84000				
	Outcome Outcome 1: Increased adoption of NR management practices, technologies and business models that enhances the quality and sustainable use of NRs	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices				Progress reports by SPCUs	Annual	SPCU
Households			30	70				
Males			18000	42000				
Females			18000	42000				
Young			10800	25200				
Indigenous people			18000	42000				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	3.2.3 Households reporting a significant reduction in the time spent for collecting water or fuel				Progress reports by SPCUs	Annual	SPCU	
	Males		24000	42000				
	Females		24000	42000				
	Young		14400	25200				
	Indigenous people		24000	42000				
	Number of hectares of land brought under climate resilience management				Progress reports by SPCUs	Annual	SPCU	
	Cropland (Ha)		65285	163213				
	Rangeland (Ha)		11441	28602				
	Stock routes (Ha)		3750	600000				
	Forest land		1400	2157				
Output Output 1.1: Inter-community framework for NR and land-use governance effectively implemented	Number of cluster/network NR and Land-Use Management Plans (NRLMP) with CCA mainstreamed being implemented				Progress reports by SPCUs	Semi-annually	SPCUs	
	Plans		70	150				
	1.1.1 Persons whose ownership or user rights over natural resources have been registered in national cadasters and/or geographic information management systems				Progress reports by SPCUs	Semi-annually	SPCUs	
	Males		18000	36000				
	Females		18000	36000				
	Young		10800	21600				
	Indigenous people		18000	36000				
	Persons reporting reduction in dispute over use of land and natural resources				Progress reports by SPCUs	Semi-annually	SPCUs	
	Indigineous people		18000	36000				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Percentage		30	60				
	Males		18000	36000				
	Females		18000	36000				
	Young		10800	21600				
Output Output 1.2: Access to technical assistance and finance facilitated to support the implementation of Livelihood Investment Plans (LIP) aligned with NRLMPs	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks				Progress reports by SPCUs	Semi-annually	SPCUs	
	Groups supported		3850	5500				
	Total size of groups		84000	120000				
	Males		42000	60000				
	Females		42000	60000				
	Young		25200	36000				
	Indigenous people		42000	60000				
	Women in leadership position		1155	1650				
Outcome Outcome 2: Legal, policy and institutional framework for upscaling community based NRM improved	Number of institutions at the federal, state and locality level that have adopted and implemented improved regulations and policies in the realm of NRM				M&E system	Annual	SPCU	- The capacities of institutions are developed - Government support review of framework for NRM
	Institutions		5	10				
Output Output 2.1: Natural resources legal and policy frameworks strengthened	Policy 1 Policy-relevant knowledge products completed				M&E system	Annually	CPCU	
	Number		5	10				
	Policy 2 Functioning multi-stakeholder platforms supported				M&E system	Annually	CPCU	
	Number		6	9				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Output Output 2.2: Institutions capacitated on community based CCA and NR governance, management and suitable technology related issues	Number of institutions staff trained on CC adaptation and NR governance				M&E system	Annually	CPCU	
	Males		150	300				
	Females		100	200				

Sudan

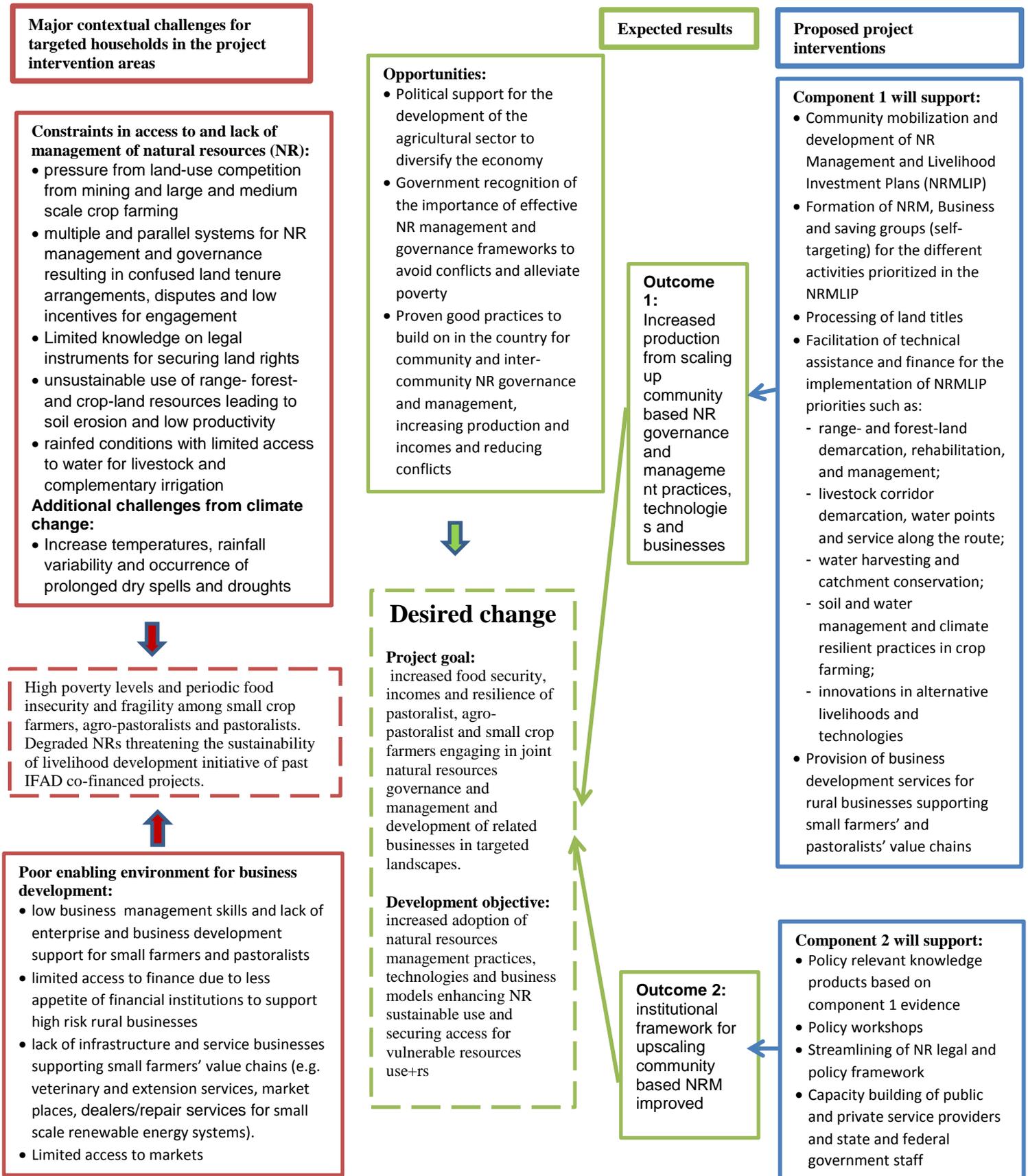
Sustainable Natural Resources and Livelihoods Programme Project Design Report

Annex 2: Theory of change

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Programme Management Department

Annex 2: Theory of Change



Sudan

Sustainable Natural Resources and Livelihoods Programme Project Design Report

Annex 3: Project cost and financing: Detailed costs tables

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Near East, North Africa and Europe Division
Programme Management Department

Annex 3: Programme costs and financing: Detailed costs tables

1. Introduction

1. This section describes the assumptions underlying the derivation of programme costs, estimated programme costs and financing plan. The programme costs are based on parameters collected during the design mission in December 2018. The key parameters are presented below:
2. **Programme Duration:** The implementation period of the Sustainable Natural Resources and Livelihood Programme is 6 years.
3. **Price Contingencies:** Price contingencies will cover the expected price increase between programme preparation and programme start up as well as throughout the programme implementation period. All costs have been estimated on the basis of prices prevailing in Sudan in December 2018 and on the basis of expected local inflation rate. The inflation has been assumed at 12.10 and 8% for the last 4 years of the programme and international inflation rate (2% per year over the six-year implementation period).
4. **Physical Contingencies:** aim to cover uncertainties related to units' costs. They are assumed at 5%, and they are applied only to production and infrastructure investments.
5. **Taxes:** The levels of taxes in the unit costs were estimated to include Governmental duties and taxes. Most costs items include VAT, which account for 17%. As per IFAD rules and regulations, local VAT and import taxes are considered as a contribution to programme costs by the Government of Sudan (see financing tables). The Value Added Tax (VAT) applies to virtually all expenditure categories except international technical assistance, and staff allowances. An average amount of 17% VAT is included for all equipment, training and workshops, studies (realized by service providers) funded with IFAD funds.
6. **Exchange Rate:** The exchange rate used in the analysis is fixed at 1 EUR= 53.9 SDG.
7. **Total Cost:** Total Programme Cost including physical and price contingencies are estimated at EUR 77.7 million over a 6-year period. Component 1 on 'Up scaling community based natural resources management and businesses' is the main investment and represents 72.1% of the total programme costs, while Component 2 on 'Improving the institutional framework for up scaling community based NRM' component representing 14.4% of total programme costs. 'Programme Management and Coordination Unit', represent 13.5% of the total programme costs.
8. **Programme Financing:** The Financing Plan covers (i) an IFAD Grant of EUR 45.2 million (ii) IFAD Loan of EUR 11.3 million (iii) GF/LDCF Grant of EUR 1.8 million (iv) contribution from Government of EUR 11.7 million (v) beneficiaries (in-kind and cash) contributions estimated at EUR 4.5 million, and (vi) private sector contribution estimated at EUR 3.3 million.
9. The base costs are calculated at December 2018 prices and include estimated duties and taxes. Total contingencies are respectively at 16% of total costs, or 19% of total base costs.
10. Investment costs are EUR 70.2 million and represent 90% of total costs. Taxes amount to EUR 11.7 million, that is 15% of total costs and the foreign exchange component is at EUR 8.8 million or 11.3% of the total programme costs. The recurrent

cost accounts for EUR 7.5 million or equivalent to 9.6% of the total costs. The exchange rate used is EUR 1.0 = SDG 53.9. Foreign currency costs have been estimated at 11% and those for local currency costs have been estimated at 89%. The cost per direct beneficiary household amounts to about EUR 648 or EUR 108 per beneficiary.

Table 1: Program Costs by Component (EUR'000)

		Totals Including Contingencies (EUR '000)								
		2019	2020	2021	2022	2023	2024	Total		
A. Upscaling community based natural resources management and businesses										
Community mobilization and NRM planning.			999	2,015	2,372	1,078	254	91	6,808	
Implementation of Community NRM and Livelihood Investment Plan.		4,053	18,989	17,642	6,826	1,646		98	49,254	
Subtotal		5,052	21,004	20,014	7,904	1,900		189	56,061	
B. Improving the institutional framework for upscaling community based NRM.										
Strengthening of the NR legal and policy framework			345	1,311	2,045	1,415	542		58	5,717
Building of institutional capacities		727	1,195	1,300	1,233	622		385	5,462	
Subtotal		1,073	2,506	3,345	2,648	1,164		443	11,179	
C. Project Management & Coordination Unit		3,857	1,325	1,380	1,315	1,285		1,301	10,465	
Total PROJECT COSTS		9,982	24,835	24,739	11,867	4,349		1,933	77,705	

11. **Proposed Program Financing:** Out of the total programme cost of EUR 77.7 million, IFAD contribution will be EUR 56.5 million (72.6%), of which EUR 45.2 million is grant and EUR 11.3 million is a loan. The GEF/LCDF grant is EUR 1.8 million (2.3%). The remaining 19.5 million (25.1%) will be financed from domestic resources comprising Government contributions of EUR 11.7 million (15%), beneficiaries' contribution of EUR 4.5 million (5.7%) and private sector EUR 3.3 million (4.3%).

Table 2: Programme Components by Financiers (EUR'000)

IFAD Grant		IFAD Loan		GEF		Beneficiaries (cash & in kind)				Private Sector		The Government		Total		
						Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount
A. Upscaling community based natural resources management and businesses																
Community mobilization and NRM planning.		4,087	60.0	1,079	15.9	306	4.5	275	4.0	-	-	1,060	15.6		6,808	8.8
Implementation of Community NRM and Livelihood Investment Plan.		26,118	53.0	6,474	13.1	1,065	2.2	4,094	8.3	3,315	6.7	8,188	16.6		49,254	63.4
Subtotal		30,205	53.9	7,553	13.5	1,371	2.4	4,370	7.8	3,315	5.9	9,248	16.5		56,061	72.1
B. Improving the institutional framework for upscaling community based NRM.																
Strengthening of the NR legal and policy framework		3,486	61.0	872	15.2	387	6.8	-	-	-	-	972	17.0		5,717	7.4
Building of institutional capacities		3,575	65.4	894	16.4	-	-	78	1.4	-	-	915	16.8		5,462	7.0
Subtotal		7,061	63.2	1,765	15.8	387	3.5	78	0.7	-	-	1,887	16.9		11,179	14.4
C. Project Management & Coordination Unit		7,891	75.4	1,973	18.9	-	-	-	-	-	-	601	5.7		10,465	13.5
Total PROJECT COSTS		45,157	58.1	11,291	14.5	1,758	2.3	4,448	5.7	3,315	4.3	11,736	15.1		77,705	100.0

Domestic contribution: The eventual total domestic contribution during the programme life will be around EUR 40 million or around 72% of the IFAD contribution. This is because the EUR 7.8 million (10%) contribution from the beneficiaries and the private sector, currently reflected in the programme costs, represents only their initial co-financing contribution (along with seed capital from SNRLP) for starting up the project supported activities/NR based enterprises.

Table 3. Expenditure Accounts by Financiers (EUR'000)

Republic of Sudan
Sustainable Natural Resources and Livelihoods Programme [SNRNP]
Expenditure Accounts by Financiers
(EUR '000)

	IFAD Grant		IFAD Loan		GEF		Beneficiaries (cash & in kind)		Private Sector		The Government		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
I. Investment Costs														
Civil Works	10,624	52,6	2,666	13,2	-	-	3,018	15,0	453	2,2	3,431	17,0	20,182	26,0
Goods & Services	5,535	53,1	1,384	13,3	201	1,9	1,079	10,3	461	4,4	1,773	17,0	10,433	13,4
Consultancies	6,120	60,1	1,530	15,0	693	6,8	222	2,2	-	-	1,621	15,9	10,187	13,1
Training & Workshops	10,150	65,8	2,538	16,4	-	-	124	0,8	-	-	2,624	17,0	15,436	19,9
Equipments & Materials	6,396	49,6	1,601	12,4	864	6,7	6	-	1,844	14,3	2,193	17,0	12,905	16,6
Grants	427	80,0	107	20,0	-	-	-	-	-	-	0	-	534	0,7
Credit, Guarantee Funds	-	-	-	-	-	-	-	-	557	100,0	-	-	557	0,7
Total Investment Costs	39,253	55,9	9,815	14,0	1,758	2,5	4,448	6,3	3,315	4,7	11,643	16,6	70,232	90,4
II. Recurrent Costs														
A. Salaries & Allowances	5,541	80,0	1,385	20,0	-	-	-	-	-	-	0	-	6,926	8,9
B. Operations and Maintenance	363	66,4	91	16,6	-	-	-	-	-	-	93	17,0	547	0,7
Total Recurrent Costs	5,904	79,0	1,476	19,8	-	-	-	-	-	-	93	1,2	7,473	9,6
Total PROJECT COSTS	45,157	58,1	11,291	14,5	1,758	2,3	4,448	5,7	3,315	4,3	11,736	15,1	77,705	100,0

12. Civil Works is the major expenditure account, estimated at EUR 20.2 million, or about 26% of the total programme costs. The other investment expenditure accounts are training and workshops for an amount of EUR 15.4 million or 19.9% of total costs, equipment's and materials for an amount of EUR 12.9 million or 16.6% of total costs, goods and services for an amount of EUR 10.4 million or about 13.4% of the total cost, consultancies for an amount of 10.2 million or 13.1% of total costs, grant for an amount of EUR 0.5 million or 0.7% of total costs and credit, guarantee fund for an amount of EUR 0.5 million or 0.7% of total base cost. The recurrent costs represent 9.6% of total costs at EUR 7.5 million, comprising salaries and allowances for an amount of EUR 6.9 million or 8.9% of total costs, operations and maintenance for an amount of EUR 0.5 million (0.7% of programme costs). The breakdown of expenditure accounts by component is reflected at the table 3 and table 4

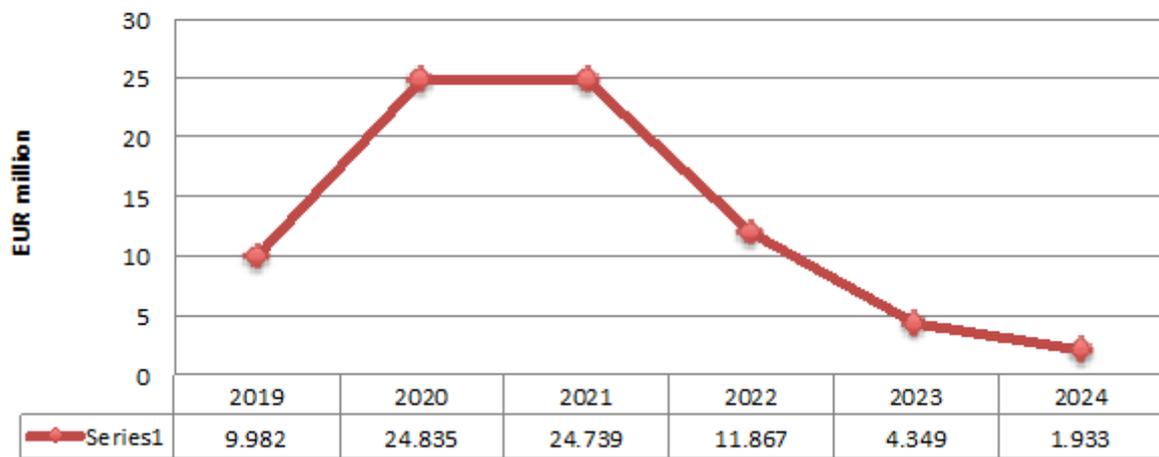
Table 4: Expenditure accounts by components – Totals including contingencies (EUR'000)

Republic of Sudan
Sustainable Natural Resources and Livelihoods Programme [SNRNP]
Expenditure Accounts by Components - Totals including Contingencies
(EUR '000)

	Upscaling community based natural resources management and businesses		Improving the institutional framework for upscaling community based NRM.			Total
	Community mobilization and NRM planning.	Implementation of Community NRM and Livelihood Investment Plan.	Strengthening of the NR legal and policy framework	Building of institutional capacities	Project Management & Coordination Unit	
I. Investment Costs						
Civil Works		108	20,073	-	-	20,182
Goods & Services		-	6,704	-	1,861	10,433
Consultancies	3,597		2,148	3,510	595	10,187
Training & Workshops	3,010		7,165	2,207	2,811	15,436
Equipments & Materials	93		12,073	-	194	12,905
Grants	-		534	-	-	534
Credit, Guarantee Funds	-		557	-	-	557
Total Investment Costs	6,808	49,254	5,717	5,462	2,992	70,232
II. Recurrent Costs						
A. Salaries & Allowances	-		-	-	-	6,926
B. Operations and Maintenance	-		-	-	-	547
Total Recurrent Costs	-	-	-	-	-	7,473
Total PROJECT COSTS	6,808	49,254	5,717	5,462	10,465	77,705
Taxes		1,060	8,188	972	915	11,736
Foreign Exchange		25	6,903	121	54	8,818

13. **Disbursements:** To enable easy monitoring of progress, the below graph forecast the expected disbursement per year. This will allow continuously tracking progress during supervisor and following up mission.

SNRLP- Disbursement flow



14. Detailed costs by component

Component 1. Upscaling community based natural resources management and businesses

Republic of Sudan

Sustainable Natural Resources and Livelihoods Programme [SNRLP]

Table 1. Upscaling community based natural resources management and businesses

Detailed Costs

	Base Cost (EUR '000)						Totals Including Contingencies (EUR '000)							
	2019	2020	2021	2022	2023	2024	Total	2019	2020	2021	2022	2023	2024	Total
I. Investment Costs														
A. Community mobilization and NRM planning														
Community mobilization and sensitization	-	200	150	150	-	-	500	-	235	192	208	-	-	635
Stakeholder awareness workshops /a	32	-	-	-	-	-	32	34	-	-	-	-	-	34
Young Professional programme /b	9	18	18	18	9	-	72	10	21	23	25	13	-	92
Establishment and strengthening of VDCs /c	80	120	120	80	-	-	400	85	141	154	111	-	-	491
Establishment of NR clusters/networks /d	300	450	600	150	-	-	1 501	318	529	769	208	-	-	1 824
Establishment of State NR Cluster/Networks stakeholder platforms /e	-	20	40	30	-	-	90	-	24	51	42	-	-	116
Mapping role of customary institutions in NRM	9	-	-	-	-	-	9	10	-	-	-	-	-	10
Strengthen role of customary institutions in NRM	-	9	-	-	-	-	9	-	11	-	-	-	-	11
Scale up and expand the establishment of co-management mechanism	5	5	5	-	-	-	15	5	6	6	-	-	-	18
Scale up co-management at the level of locality /f	11	17	22	17	-	-	67	12	20	29	23	-	-	84
Scale up co-management at the level of State level /g	6	17	11	11	-	-	45	6	20	14	16	-	-	56
Natural resource and land-use management plans (NRLMPs) registration/authorization of community forests; hema; community range enclosures; NRLMPs /h	315	472	629	157	-	-	1 573	333	555	806	218	-	-	1 912
Manual for NRM (water, range, forests, Livestock routes, agriculture and community development)	78	69	-	-	-	-	147	83	81	-	-	-	-	164
Construction or rehabilitation of buildings for conflict resolution centres /i	-	47	-	-	-	-	47	-	55	-	-	-	-	55
Equipment and materials for Conflict resolution centers	-	44	44	-	-	-	88	-	52	56	-	-	-	108
Training of conflict resolution mediators (Ajaweed)	-	40	40	-	-	-	80	-	45	48	-	-	-	93
	-	100	100	100	100	-	400	-	118	128	138	150	-	534
Subtotal	845	1 628	1 780	714	109	-	5 076	896	1 912	2 278	987	163	-	6 236
B. Implementation of Community NRM and Livelihood Investment Plan														
1. Stock route management and livelihoods of pastoralists														
Study on Pastoralist	39	-	-	-	-	-	39	41	-	-	-	-	-	41
Material for stock route demarcation and rehabilitation	11	11	7	-	-	-	28	11	12	9	-	-	-	32
Feasibility study for water point construction /j	150	-	-	-	-	-	150	159	-	-	-	-	-	159
Construction/ rehabilitation of hafirs with solar panels /k	394	3 308	3 308	1 181	-	-	8 191	430	3 972	4 298	1 648	-	-	10 348
Construction of sand /rocks dams /l	240	961	-	-	-	-	1 201	263	1 133	-	-	-	-	1 396
Construction of boreholes with solar panels /m	325	1 301	1 301	325	-	-	3 252	350	1 462	1 522	395	-	-	3 729
SECAP localities specific ESMP /n	190	950	-	-	-	-	1 141	202	1 118	-	-	-	-	1 319
Construction of hand pumps	90	90	90	-	-	-	270	99	106	113	-	-	-	318
Technical assistance and training (TA&T) for water point management committees /o	175	525	350	-	-	-	1 051	182	590	420	-	-	-	1 192
Mobile animal health clinique along the livestock routes /p	500	-	-	-	-	-	500	521	-	-	-	-	-	521
Training of young community animal health workers	150	975	900	225	-	-	2 250	156	1 095	1 078	286	-	-	2 616
Animal health worker start-up kits /q	6	39	36	9	-	-	90	6	44	43	11	-	-	105
Pastoral Field Schools (PFS) for pastoralists groups and communities /c /r	13	13	25	13	-	-	63	13	14	30	16	-	-	73
Small start-up input packages for PFS livelihood activities /s	100	900	750	250	-	-	2 000	104	1 011	898	318	-	-	2 331
Subtotal	2 383	9 072	6 767	2 003	-	-	20 226	2 537	10 557	8 411	2 675	-	-	24 180
2. Rangeland and livestock rearing														
TA&T of youth rangeland guards /t	0	0	0	0	0	-	1	0	0	0	0	0	-	1
Material for rangeland demarcation and fodder production /u	25	256	225	56	-	-	563	27	301	288	78	-	-	694
Support individual fodder production /v	50	513	450	113	-	-	1 125	53	603	577	156	-	-	1 388
Rent of machineries for rainwater harvesting structures and fire belts /w	-	0	-	-	-	-	0	-	0	-	-	-	-	0
Fence, seeds, water harvesting tools/ machine services for three enclosures /x	-	150	-	-	-	-	150	-	176	-	-	-	-	176
Construction of fodder storage (hay bales) /y	30	360	450	60	-	-	900	32	423	577	83	-	-	1 115
Subtotal	105	1 279	1 125	229	0	-	2 739	112	1 505	1 442	317	0	-	3 375
3. Forestland conservation and related businesses														
Training on NR Conservation related business	20	50	60	40	20	10	200	21	59	77	55	30	16	258
TA&T for development of community manual and training of forest youth group /z	90	90	120	-	-	-	300	95	106	154	-	-	-	355
Youth business support - demos of innovative technologies /aa	15	90	84	21	-	-	210	16	106	108	29	-	-	258
Youth business support - replication of innovative technologies /bb	30	285	252	63	-	-	630	32	335	323	87	-	-	777
Private sector support to gas stoves	17	262	223	56	-	-	557	17	262	223	56	-	-	557
Forest development group activities (community, forest, agroforestry, etc.)	120	180	225	60	-	-	585	127	212	288	83	-	-	710
Initial working start-up money for gas stove revolving schemes for poor households /cc	6	61	100	167	167	33	534	6	61	100	167	167	33	534
Training of women's groups in production of seedlings and operation of tree nurseries, and overall farming practices /dd	11	17	28	17	11	-	83	12	19	35	23	16	-	106
Infrastructure for women group farms and nurseries /ee	95	380	380	95	-	-	950	101	447	487	132	-	-	1 167
Infrastructure for individual women home nurseries /ff	10	70	80	40	-	-	200	11	82	103	55	-	-	251
Subtotal	413	1 485	1 552	558	198	43	4 249	437	1 689	1 897	687	213	50	4 973

4. Catchment and water point management														
TA&T for usage of manual for water management, forest, rangeland and agricultural land /gg	-	56	45	-	-	-	101	-	65	58	-	-	-	123
Feasibility study for water infrastructure	32	-	-	-	-	-	32	33	-	-	-	-	-	33
Subtotal	32	56	45	-	-	-	132	33	65	58	-	-	-	156
5. Cropland and climate adaptation in farming practices														
TA&T of young community extension/IPM agents in crop farming	8	11	8	-	-	-	27	8	13	10	-	-	-	32
TA&T of farmers groups in climate adaptation in farming practices /hh	33	44	55	33	-	-	165	35	52	71	46	-	-	203
Support to IPM agents	14	27	20	7	-	-	68	14	32	26	9	-	-	81
Water harvesting for crop production and environmental conservation /ii	125	1 157	985	188	-	-	2 454	133	1 360	1 262	260	-	-	3 014
Construction of Jubraka (women home garden) /jj	121	1 085	965	241	-	-	2 412	128	1 276	1 236	334	-	-	2 974
Construction of Jubraka (for vulnerable households)	60	422	241	145	-	-	868	64	496	309	200	-	-	1 070
Subtotal	360	2 746	2 274	613	-	-	5 994	382	3 230	2 914	849	-	-	7 374
6. Small innovative businesses and training for women, youth and CDCs														
TA&T for soil work machinery service provider groups and development of operation/business plan /kk	-	-	10	14	14	-	38	-	-	13	19	21	-	53
Soil work machinery for service provider groups /ll	-	500	500	500	-	-	1 501	-	536	558	579	-	-	1 673
Vocational training for women and youth /mm	-	100	200	100	100	-	500	-	118	256	138	150	-	662
Nutrition training and awareness raising /nn	-	76	76	74	74	-	300	-	89	97	103	111	-	400
Training of saving and credit groups and VDCs and subcommittees /oo	-	30	30	30	30	30	150	-	35	38	42	45	48	209
TA&T for women and youth groups in small business activities /pp	-	100	200	100	100	-	500	-	118	256	138	150	-	662
Start-up inputs for women and youth businesses	-	450	900	450	450	-	2 251	-	529	1 154	623	673	-	2 979
Guidelines for revenue generation and reinvestment in land and NRM	15	-	-	-	-	-	15	16	-	-	-	-	-	16
TOT for Business Mentors /qq	-	30	15	-	-	-	45	-	35	19	-	-	-	55
GALS TOT /rr	-	90	-	-	-	-	90	-	106	-	-	-	-	106
GALS NRM & Livelihoods FAIR /ss	-	-	-	68	-	-	68	-	-	-	94	-	-	94
Workshop on Targeting, Gender, GALS and M&E /tt	37	-	-	-	-	-	37	39	-	-	-	-	-	39
Subtotal	52	1 376	1 932	1 337	769	30	5 495	55	1 566	2 391	1 737	1 149	48	6 947
7. Spot transport improvement for resilience														
Wadi crossings /uu	-	320	420	420	200	-	1 361	-	378	529	561	284	-	1 751
Incentive package to partner financial institutions /vv	455	-	-	-	-	-	455	498	-	-	-	-	-	498
Subtotal	455	320	420	420	200	-	1 816	498	378	529	561	284	-	2 249
Subtotal	3 800	16 334	14 115	5 161	1 167	73	40 650	4 053	18 989	17 642	6 826	1 646	98	49 254
C. Implementation support investment														
1. Allowances for young professional rural development programme /w w	12	12	3	-	-	-	27	12	12	3	-	-	-	27
2. Cluster/Network Development support														
Cluster/Network Development Officer	40	40	40	40	40	40	243	40	40	40	40	40	40	243
3. SPCU Implementation Support														
Forestry Management Officer	11	11	11	11	11	11	66	11	11	11	11	11	11	66
Water Resources and Management Officer	11	11	11	11	11	11	66	11	11	11	11	11	11	66
Rural and Agricultural and Development Officer	11	11	11	11	11	11	66	11	11	11	11	11	11	66
Community Development and Gender Officer	11	11	11	11	11	11	66	11	11	11	11	11	11	66
Subtotal	44	44	44	44	44	44	266	44	44	44	44	44	44	266
4. CPCU Implementation support														
Senior Livelihood Development Expert	2	2	2	2	2	2	12	2	2	2	2	2	2	12
Senior Gender and Community Development Expert	2	2	2	2	2	2	12	2	2	2	2	2	2	12
Senior NRM Expert	2	2	2	2	2	2	12	2	2	2	2	2	2	12
Subtotal	6	6	6	6	6	6	36	6	6	6	6	6	6	36
Subtotal	103	103	94	91	91	91	572	103	103	94	91	91	91	572
Total	4 748	18 065	15 989	5 965	1 367	164	46 297	5 052	21 004	20 014	7 904	1 900	189	56 061

\a This is a preparatory activity only in year 1 for stakeholder orientation involving state, localities, RAUs, relevant govt depts, private sector, civil society partners; 2 national level and 2 each per state.

\b training workshop for the YP. Once/state in year 1 and 5; 2 times/state for yrs 2,3,4

\c in kind contribution in terms of venue and hospitality. Includes the cost of registration of the performing VDCs, amend quantity phasing as shown

\d in kind contribution in terms of venues and hospitality. Includes cost of registration; change phasing

\e lumpsum for preparatory activities for establishing the forums and furnishing the secretariat

\f in kind contribution recorded under Govt. staff support in terms of 6 month secondment

\g in kind contribution recorded under Govt. staff support in terms of 6 month secondment paid, building and main office

\h Community contribution based on support through 5 days per month (2 people) through voluntary work

\i Community in kind contribution under land, labour etc.

\j Study of water resources availability including hydrological dynamics in the catchment and aquifers, water uses and management, and definition of engineering requirements taking into account climate change trends.

\k these will be governed by the VDC and managed by water management groups partnering with the VDCs

\l small water harvesting structures

\m these will be governed by the VDC and managed by water management groups partnering with the VDCs)

\n in kind contribution recorded under land, space and labour through voluntary mechanism

\o 2 trainees from each VDC and it is estimated that each session consist of ~ 20 trainees per Cluster. The basis of the training will be supported on already developed integrated NR manual (water, forestry etc)

\p mobile vet clinic cars, 3 in Kordofan, 1 in Sennar and 1 in Butana. Strategy for the use of management to be developed by the PCU

\q one group per cluster, 3 member per group

\r PFS curricula will have needs based and may include, but not be limited to: accounting, literacy, animal health and nutrition, milk and meat processing, first aid, rangeland and stock route management, conflict resolution, advocacy and participation in
 la

\s equipment, furniture, plastic covers to protect teaching materials against the rain , small generator etc.

\t 3 trained person per cluster

\u groups of 30 each with 5 fd per person, groups 30,45,60,15

\v groups of 30 each with 5 fd per person, groups 60,90,120,30

\w These structures are earth or stone bunds and pits increasing the rainwater harvesting in soils. The machineries will be managed by community service provider groups and will provide services for structures for increasing rainwater harvesting in soils
 for

\x Three of equal size enclosures will be distributed one in each of the three sectors (Buthana, Kordofan and Sennar)

\y multipurpose storages, will be owned by the VDC and managed by storage management groups partnering with the VDCs

\z 35 trainees per class

\aa alternative energy brick making etc, other livelihood diversification activities

\ab alternative energy brick making etc, other livelihood diversification activities

\ac These revolving schemes will be managed by women's saving and credit groups and are for ultra poor households that cannot afford MFI credits for the initial investment in a gas stove and cylinders

\ad IPM, soil and water management

\ae Includes fence, pipes and irrigation system and solar pumps and shelterbelt. 5 in Sennar, 15 in Kordofan and 20 in Butana

\af individual farm up to 0,1 feddan per woman

\ag 2 trainees from each community. Class size is 30 people

\ah include soil and water management, intercropping, integration of trees in cropping systems and selection of resilient varieties. Around 150 farmers per session
 per

\aj in kind contribution through land, labour and follow up agricultural plant husbandry. The size of land per one jubraka is 0,2 feddan for individuals

\ak 2 or 3 different type of SP for each cluster. Class size of 30 SPs per class

\al environmentally friendly tractors preferably the small size

\am Could be in setting up and repair of solar cells, mechanics, housebuilding, electrician, accountant, etc.

\an 1 nutrition trainer covers 4 villages per year (3 months training per village). It is advisable to look for local female teachers and train them on nutrition awareness, whenever possible

\ao May include training in literacy, accounting, procurement, organisation management and formalisation, access and manage capital from MFI , sustainable resource management and first aid

\ap Could be in organic charcoal from groundnut shells, recreational businesses, forest fruits and medicine plants, etc.

\aq The cost includes cost of travel, accommodation, per diem, venue, meals and drinks during workshops and expert facilitation. These will be three 5 day workshops in each region for 25 participants who will be trained as Business Mentor

\ar This cost covers travel, board and lodging, workshop and facilitation expenses. Each workshop will be 10 days. One will be held in each State

\as This fair will involve women and men GALs champions from the communities who have been practicing GALs-10 from each state. This cost covers travel, board and lodging, workshop and facilitation expenses

\at These five three-day workshops will be held for the staff of the PCU, SCU, Specialists in the Focal Units in each region. There will be three workshops in Butana and one in each in the Kordofan and Sennar region. Each workshop will have approximately
 35 p

\au preference for establishing crossing is to connect member of cluster or more

\av to cover cost of infrastructure such as office equipment, office furnishing, etc; cost of technology adoption e.g. MIS system and partial operations costs

\aw communities contribution through lodging, food, transportation etc.

Component 2. Improving the institutional framework for upscaling community based NRM

Republic of Sudan
Sustainable Natural Resources and Livelihoods Programme [SNRLP]
Table 2. Improving the institutional framework for upscaling community based NRM

Detailed Costs

I. Investment Costs

A. Strengthening of the NR legal and policy framework.

	Base Cost (EUR '000)						Totals Including Contingencies (EUR '000)							
	2019	2020	2021	2022	2023	2024	Total	2019	2020	2021	2022	2023	2024	Total
Baseline mapping and assessment of environmental governance and Climate change in project areas	50	-	-	-	-	-	50	53	-	-	-	-	-	53
Cluster/Network NRM forums /a	20	80	100	100	-	-	300	21	94	128	138	-	-	382
NRM forum at Locality level	-	-	45	30	24	-	99	-	-	58	42	36	-	135
NRM forum at State level	-	-	-	36	-	-	36	-	-	-	50	-	-	50
NRM Sector level forum	-	-	-	-	15	-	15	-	-	-	-	22	-	22
Inter-State NRM forum	-	-	-	-	25	-	25	-	-	-	-	37	-	37
Review of existing NRM policies and legal frameworks	-	60	-	-	-	-	60	-	71	-	-	-	-	71
initiate a process of negotiating possible legal reforms and harmonization /b	-	-	-	-	30	-	30	-	-	-	-	45	-	45
Media public awareness activities on NRM targeting communities, legislators, and authorities at local, state and federal levels	1	1	1	1	1	1	6	1	1	1	1	1	2	8
Collate and reviews of existing studies and other knowledge products on land NR governance and climate change in Sudan and project areas	-	25	-	-	-	-	25	-	29	-	-	-	-	29
presentation of findings of reviews in multi-stakeholder platforms at Sector, State and Federal levels and make recommendations	-	80	30	20	-	-	130	-	94	38	28	-	-	160
Support to processes for revising policy and legislation at State and Federal level	-	-	-	50	-	-	50	-	-	-	69	-	-	69
Policy briefs/notes and knowledge products on NRM at various levels	-	12	18	24	30	-	84	-	14	23	33	45	-	115
Map/review locality land use plans	-	143	215	43	43	29	473	-	169	276	60	64	46	614
Present results of mapping in multi stakeholder workshops at different levels	-	-	3	4	5	6	18	-	-	4	6	7	10	27
Establishment of savings groups, and NR livelihood groups and vulnerable women group /c	220	330	330	220	-	-	1 100	233	388	423	304	-	-	1 349
development of LIPs (livelihood investment plan)	75	300	750	375	150	-	1 650	80	353	961	519	224	-	2 136
Expansion of existing early warning systems to SNRLP beneficiaries	10	87	111	130	44	-	383	10	98	133	166	59	-	467
Subtotal	376	1 119	1 603	1 033	367	36	4 534	398	1 311	2 045	1 415	542	58	5 770

B. Building of institutional capacities

Facilitate Implementation of NRGF -Butana	-	23	23	30	30	8	113	-	26	29	42	45	12	154
Equipment and materials for implementation of Sennar land use map	75	-	-	-	-	-	75	78	-	-	-	-	-	78
BDF Role in NRM and implementation of NRGF	-	10	10	10	10	10	50	-	12	13	14	15	16	70
Integrated community development centers at the cluster level	-	96	108	108	48	-	360	-	113	138	149	72	-	472
Environmental, social impacts climate change Training	50	50	50	50	50	50	300	53	59	64	69	75	81	401
Network local Exchange Visits and Learning Routes /d	-	30	45	45	30	-	150	-	35	58	62	45	-	200
International Exchange Visits and Learning Routes for selected project staff and networks leaders and relevant line ministry representatives /e	-	80	80	80	80	80	400	-	94	103	111	120	129	556
Training of public and private extension service providers	5	5	7	7	6	5	35	5	6	9	10	9	8	47
GIS Training /f	150	300	150	-	-	-	600	159	353	192	-	-	-	704
Materials and Equipment /g	25	25	25	25	-	-	100	26	28	30	32	-	-	116
Operationalization of the 2015 Range and Pasture Law	25	50	50	25	-	-	150	27	59	64	35	-	-	184
Institutional capacity building on NRM related laws, policies, regulation and enforcement /h	-	12	20	20	20	-	72	-	14	26	28	30	-	97
Community land mapping and registration process in Gedarf State	-	50	50	50	50	-	200	-	59	64	69	75	-	267
Constitute and facilitate state level apex for NR networks /i	-	-	-	60	60	60	180	-	-	-	83	90	97	270
Constitute and capacitate multi-level task forces for following, evaluation and monitoring of the agreed upon issues during the forums /j	-	-	9	9	9	9	36	-	-	12	12	13	15	52
Constitute and capacitate inter-ministerial committees at state level	-	20	15	-	-	-	35	-	24	19	-	-	-	43
Constitute land and NR governance working groups	-	-	9	9	9	9	36	-	-	12	12	13	15	52
Training for locality, state, and federal government staff on community-based NR and land governance	75	75	75	75	-	-	300	80	88	96	104	-	-	368
Training package for locality, state, and federal government staff on M&E, KM, Legislations, etc.	75	75	75	75	-	-	300	80	88	96	104	-	-	368
Foster linkage and partnership with research and training institutions and related international institutions and centers engaging in NR and land governance research	5	5	5	5	5	-	25	5	6	6	7	7	-	32
Training of community-based institutions on NRM and Governance based on NR Manual	50	50	100	100	-	-	300	53	59	128	138	-	-	379
Training of community institutions on the established framework and guidelines for revenue generation and reinvestment in land and natural resource use and management	50	50	100	100	-	-	300	53	59	128	138	-	-	379
Institutional Capacity Assessment of the relevant line ministries and department at federal, state and locality level	40	-	-	-	-	-	40	42	-	-	-	-	-	42
Subtotal	625	1 006	1 006	883	407	231	4 158	661	1 182	1 287	1 220	608	372	5 330

C. Implementation support investment

1.-														
State Policy Officer	9	9	9	9	9	9	57	9	9	9	9	9	9	57
Regional Policy Officer	4	4	4	4	4	4	22	4	4	4	4	4	4	22

Subtotal	13	13	13	13	13	13	79	13	13	13	13	13	13	79
Total	1 015	2 138	2 623	1 930	788	279	8 772	1 073	2 506	3 345	2 648	1 164	443	11 179

la all NR forums at different levels must promote sustainable investment in community abilities to initiate and lobby for reinforcing NRM regulations, laws and policies and CSR and sound environmental practices in production processes

lb 1 Sector in Sennar, 1 sector in Butana and 1 sector in Kordofan and each cluster is represented for at least 7 members.

lc Includes registration of the performing groups, assume 50% of groups registered; 5 to 6 groups per village

ld sectoral and intersectoral visit

le 20 per visit

lf target is to train 300 each one with 2 training, distributed over agriculture, forest, water, livestock, stock routes and others. Representing states, localities project staff and other interest group

lg GPS, PCs etc.

lh targeting NR departments in the related line ministries at the state and locality level and the project staff

li Branch up the state level network into state level apex

lj 4 session per state

Component 3. Project Management and Coordination Unit

Republic of Sudan

Sustainable Natural Resources and Livelihoods Programme [SNRLP]

Table 3. Project Management and Coordination Unit

Detailed Costs

	Base Cost (EUR '000)							Totals Including Contingencies (EUR '000)							
	2019	2020	2021	2022	2023	2024	Total	2019	2020	2021	2022	2023	2024	Total	
I. Investment Costs															
A. Investment Costs															
1. -															
Project Start ip Workshop		31	-	-	-	-	-	31	33	-	-	-	-	-	33
Baseline study		13	-	-	-	-	-	13	14	-	-	-	-	-	14
Develop KM Strategy and Communication Strategy		4	-	-	-	-	-	4	5	-	-	-	-	-	5
Refine and update the PIM		4	-	-	-	-	-	4	5	-	-	-	-	-	5
Annual Review and Planning Workshop		4	4	4	4	4	4	26	5	5	6	6	7	7	35
Mid Term Review		-	-	31	-	-	-	31	-	-	39	-	-	-	39
Project Completion Report		-	-	-	-	-	4	4	-	-	-	-	-	6	6
Supervision by CPCU, SPCU, IFAD and Govt.		9	9	9	9	9	9	53	9	10	11	12	13	14	70
Annual Audit		6	6	6	6	6	6	37	7	7	8	9	9	10	49
Accounting Softw are		80	-	-	-	-	-	80	81	-	-	-	-	-	81
Subtotal		152	19	50	19	19	23	283	157	23	64	27	29	37	337
2. Vehicles for CPCU															
Station w agon		44	-	-	-	-	-	44	44	-	-	-	-	-	44
Hard top		119	-	-	-	-	-	119	120	-	-	-	-	-	120
Double cab		79	-	-	-	-	-	79	80	-	-	-	-	-	80
Subtotal		242	-	-	-	-	-	242	245	-	-	-	-	-	245
3. Vehicles for SPCU															
Hard top		356	-	-	-	-	-	356	360	-	-	-	-	-	360
Double cab		435	-	-	-	-	-	435	440	-	-	-	-	-	440
Subtotal		791	-	-	-	-	-	791	800	-	-	-	-	-	800
4. Vehicles for Cluster development team															
Double cab		791	-	-	-	-	-	791	800	-	-	-	-	-	800
Motorbikes		22	-	-	-	-	-	22	23	-	-	-	-	-	23
Subtotal		813	-	-	-	-	-	813	823	-	-	-	-	-	823
5. Equipment and Office Furnishing for CPCU															
Generator		9	-	-	-	-	-	9	9	-	-	-	-	-	9
Photocopier		3	-	-	-	-	-	3	3	-	-	-	-	-	3
PC		16	-	-	-	-	-	16	16	-	-	-	-	-	16
Other furniture		18	-	-	-	-	-	18	18	-	-	-	-	-	18
Subtotal		45	-	-	-	-	-	45	47	-	-	-	-	-	47
6. Equipment and Office Furnishing for SPCU															
Generator		79	-	-	-	-	-	79	82	-	-	-	-	-	82
Photocopier		28	-	-	-	-	-	28	29	-	-	-	-	-	29
PC		133	-	-	-	-	-	133	139	-	-	-	-	-	139
Other furniture		119	-	-	-	-	-	119	124	-	-	-	-	-	124
Subtotal		359	-	-	-	-	-	359	373	-	-	-	-	-	373
7. Equipment for Cluster Development Team															
Other office furnishing		119	-	-	-	-	-	119	124	-	-	-	-	-	124
8. Training for CPCU and SPCU Staff															
Training for CPCU and SPCU Staff (external)		29	29	29	-	-	-	88	31	34	38	-	-	-	103
Training for CPCU and SPCU Staff (internal)		29	29	29	29	-	-	114	30	34	37	40	-	-	140
Subtotal		58	58	58	29	-	-	202	61	68	74	40	-	-	243
Total Investment Costs		2 579	77	108	48	19	23	2 854	2 631	91	138	66	29	37	2 992

II. Recurrent Costs

A. CPCU Salaries and Allowances

1. Salaries

Project Director	34	34	34	34	34	34	203	34	34	34	34	34	34	203
Financial Manager	22	22	22	22	22	22	133	22	22	22	22	22	22	133
Senior Project Accountant	18	18	18	18	18	18	108	18	18	18	18	18	18	108
Senior M&E Expert	24	24	24	24	24	24	146	24	24	24	24	24	24	146
Senior KM and Communication Expert	16	16	16	16	16	16	95	16	16	16	16	16	16	95
Senior Procurement Expert	17	17	17	17	17	17	101	17	17	17	17	17	17	101
Central Procurement Assistant	13	13	13	13	13	13	76	13	13	13	13	13	13	76
Central Accounts Assistant	15	15	15	15	15	15	89	15	15	15	15	15	15	89
Senior Internal Auditor	14	14	14	14	14	14	82	14	14	14	14	14	14	82
Internal Auditor (from external firm) /a	14	14	14	14	14	14	82	14	14	14	14	14	14	82
Central Administrative Assistant	11	11	11	11	11	11	63	11	11	11	11	11	11	63
Drivers	25	25	25	25	25	25	152	25	25	25	25	25	25	152
Cleaners	6	6	6	6	6	6	38	6	6	6	6	6	6	38
Guards	6	6	6	6	6	6	38	6	6	6	6	6	6	38

Subtotal

234	234	234	234	234	234	234	1 405	234	234	234	234	234	234	1 405
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2. Staff Allowances

Field and Travel Allow ances

21	21	21	21	21	21	21	127	21	21	21	21	21	21	127
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Subtotal

255	255	255	255	255	255	255	1 532	255	255	255	255	255	255	1 532
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B. SPCU Salaries and Allowances

1. Salaries

State Coordinator	152	152	152	152	152	152	911	152	152	152	152	152	152	911
M&E , KM and Innovation Officer	133	133	133	133	133	133	797	133	133	133	133	133	133	797
State Accounts Officer	114	114	114	114	114	114	684	114	114	114	114	114	114	684
Regional Accountant /b	43	43	43	43	43	43	259	43	43	43	43	43	43	259
State Procurement Officer	114	114	114	114	114	114	684	114	114	114	114	114	114	684
State Administrative and Accounts Assistant	95	95	95	95	95	95	570	95	95	95	95	95	95	570
Drivers	101	101	101	101	101	101	608	101	101	101	101	101	101	608
Cleaners	41	41	41	41	41	41	247	41	41	41	41	41	41	247
Guards	41	41	41	41	41	41	247	41	41	41	41	41	41	247
Field and Travel Allow ances	53	53	53	53	53	53	316	53	53	53	53	53	53	316

Subtotal

887	887	887	887	887	887	887	5 322	887	887	887	887	887	887	5 322
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2. Staff Allowances

Field and Travel Allow ances

12	12	12	12	12	12	12	72	12	12	12	12	12	12	72
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Subtotal

899	899	899	899	899	899	899	5 394	899	899	899	899	899	899	5 394
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C. Operating Costs

Electricity and water	9	9	9	9	9	9	53	9	10	11	12	13	14	70
Vehicles O&M	11	11	11	11	11	11	66	12	13	14	15	16	18	88
Equipment and generator operations and maintenance	4	4	4	4	4	4	26	5	5	6	6	7	7	35
Guest house and office rent	28	28	28	28	28	28	169	30	33	36	39	42	45	225
Stationery, communication and contingencies	9	9	9	9	9	9	53	9	10	11	12	13	14	70
Accounting Software Maintenance	7	7	7	7	7	7	43	8	8	9	10	11	12	58

Subtotal

68	68	68	68	68	68	68	410	72	80	87	94	102	110	547
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Total Recurrent Costs

1 223	1 223	1 223	1 223	1 223	1 223	1 223	7 336	1 227	1 235	1 242	1 249	1 256	1 265	7 473
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Total

3 801	1 300	1 331	1 271	1 242	1 245	10 190	3 857	1 325	1 380	1 315	1 285	1 301	10 465
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la 15 working days per month plus travel/field allow ances

lb on rotational basis

Sudan

Sustainable Natural Resources and Livelihoods Programme Project Design Report

Annex 4: Economic and Financial Analysis

Document Date: 15/07/2019
Project No. 2000002105
Report No.

Near East, North Africa and Europe Division
Programme Management Department

Annex 4: Economic and Financial Analysis

1. SNRLP financial and economic analysis

1. The main sources of quantified programme benefits are: (i) empowered local communities practicing good practices; (ii) capacitated farmers with resilience against climate change and (iii) resilient incremental crop/tree production. About 720 000 persons - including pastoralists- will receive programme services of which 50% (60 000) are smallholder farmers adults, 20% (24 000) are pastoralist, 30% (36 000) agro-pastoralist, 14% (16 800) groups with women leadership. In total, programme aim is to target at least 30% (36 000) youth and 50% (60 000) female group.

2. The Economic Internal Rate of Return (EIRR) on the investments in the Programme area over 15 years is estimated at 24% and the Net present value (NPV) of the programme is positive (EUR 13.8 Million). The economic analysis suggests that the SNRLP Programme is feasible. All these worthiness indicators establish the economic feasibility of the programme.

3. **Sensitivity Analysis:** The sensitivity tests of the programme suggest that the programme is robust and worthwhile, especially considering the conservative assumptions made in the computation of the benefits. The programme promotes the inclusion of the poor households and has a positive impact on household welfare. The programme has low sensitivity on small changes in decrease of revenues and increase of costs.

2. Programme benefits

4. The programme is expected to generate and improve rural income from a range of on-farm and off-farm NR related enterprises. It will empower local communities to promote good local practices and support farmers to build resilience against climate change. Benefits are expected to result from: (i) crop/tree production; (ii) increased income from off-farm activities and income generating activities, especially for women and poor households; and (iv) improved institutional framework for up scaling community based NRM in the programme area.

5. Other benefits arising from the programme include the sustainable development of natural resources (rangeland and forests), gender equity and women involvement within the communities, greater community participation, better nutritional status and human health from the improved domestic water supplies and water investments and increase milk production and animal weight from improved range management practice. The main sources of quantified programme benefits come from: (i) resilient incremental crop/tree production; (ii) increased income for farm community groups and individual smallholder farmers.

6. **Number of beneficiaries:** The programme is expected to benefit about 720 000 direct and indirect beneficiaries or 120 000 households. The programme has an expected adoption rate of 85%.

7. The programme is expected to bring the following benefits:

- At least 70% of the households reporting increase in income and production as a result of services provided by the programme
- At least 70% of the targeted households reporting adoption on environmentally sustainable and climate resilient technologies and practices

- Total net income for all beneficiaries including 6 years after inclusion into the programme is estimated at value of EUR 63.1 million.
- Ten institutions at the federal, state and locality level that have adopted and implemented improved regulations and policies in the realm of NRM
- Twenty policies-relevant knowledge completed throughout the programme lifecycle and 500 institutions staff trained on CC adaptation and NR governance
- Establishment and strengthening of 1,000 VDCs, 140 clusters/networks and 9 State NR cluster/networks stakeholder platforms
- Establishment of 5,500 saving groups and NR livelihood groups (i.e. estimated 5 to 6 groups per village). Targeted beneficiaries included in the programme within first year will have net benefit of 5,6 million EUR during six year life cycle programme.
- 200 thousand of hectares of land brought under climate resilience management, of which cropland (163 213 ha), rangeland (28 602 ha), stouck route (6 000 ha) and forestland (2 157 ha).
- construction/rehabilitation of 104 hafirs with solar panels, 100 small water harvesting structures such as sand/rock dams and 50 boreholes with solar panels. Hafirs will extend water availability for 5 to 6 months per year during dry season. Net income for all 104 hafirs is estimated at 3 million EUR for the 6 year life duration of the programme.
- 5 mobile animal health clinic along the livestock routes with 450 training of young community animal health workers
- technical assistance and training of youth rangeland guards (i.e. 3 per cluster) and 22 500 feddan of material for rangeland and fodder production (i.e. in total support to 4 500 households equivalent to 150 groups, each group on average with 30 members and each farmer with 5 feddan land size on average). It has been estimated 20,3 tons to be produced under 22 500 feddan during 6 year life programme period. It has been estimated that 680 dairy livestock can benefit per year out of 22 500 feddan (i.e. under assumption on average 13,6 kg of fodder consumption per day/per livestock)
- 45 000 feddan of land for individual fodder production (i.e. support to 9,000 households equivalent to 300 groups, each group on average with 30 members and each farmer with 5 feddan land size on average). It has been estimated 6,8 tons per year of fodder production for total 45 000 feddan and 1 360 dairy livestock can benefit per year out of total feddans supported (i.e. under assumption on average 13,6 kg of fodder consumption per day/livestock)
- construction of 300 fodder storages (hay bales)
- support to youth business through 280 machineries . Model assumes 2 youth to be employed per machinery ,therefore 560 youth will benefit out of this activity.
- support to private sector gas stoves to 10 000 households and 10 000 households to receive initial working start up money. It has been estimated 2 trees saved per HH per year, therefore total saving of trees is estimated at 40 000. Income saved under 20 000 households has been estimated at 0,6 million EUR.
- 195 forest development groups' activities (community, forest, agroforestry etc.)
- support to 50 women group farms or nurseries and 100 individual farms
- support to 150 soil work machineries
- 500 vocational training for women and youth and 250 nutrition and awareness raising training

3. Financial Analysis

8. The primary objective of the financial analysis is to determine the financial viability and incentives of the target group for engaging in the programme activities, by examining the impact of programme interventions on family labour, cash flow and net incomes.

9. The estimated incremental production of the farm and off farm models is expecting improvement in productivity due to the programme interventions. The analysis has been taken by taking into consideration the average December 2018 prices assuming similar condition in area region. A cash-flow analysis is finally carried out to present the "with" and "without" programme analysis.

10. **Crop/Tree Models:** Individual and community crop/tree budgets have been used to calculate the value of production net of inputs and labour costs.

11. The farm models characterize typical farming households (i.e. on average one households with 6 members) or community with the size of 30 households (or 50 households for agroforestry community) that reflect the predominantly mixed plantation systems of the programme area and focus on the integration of crops to help cope with the risk of production failure. The presence of crops in these models helps to improve farmer's cash flow, attenuate risk, creates job opportunities and contributes to household food diversification.

12. Most models are expected to provide farmers with physical outputs and financial returns that are attractive in relation to their extra labour and other inputs and financial investment.

13. Demand for labour provides opportunities for the poorest to gain employment. The cost of farm labour set at going market rate varies and it is estimated to be from SDG 100/day to SDG 200/day. Returns to labour as well as net farm income within different models increases by a rate that is substantial and much higher than the prevalent wage rate for inexperienced labour in the area.

14. **Model 1 Agroforestry existing community (25 feddan)** with intercropping mechanism and gradual rotational practices is focused on the community that already has existing agroforestry with average of 25 feddan approximately of 50 households within community. The model assumes increase in the size of the land under agroforestry by 50% from 12.5 feddan to 25 feddan. Investment costs reflect purchase of seedlings (acacia) with price of approximately 1 euro and there is a need for 750 seedlings. Supplementary irrigation is included with the cost of 186 euros for the vegetable production intercropped with small tree. Solar panel with the cost of 13 000 euros is used for energy production. The model takes into consideration gradual rotational practices of cutting trees. 5 years period is assumed for full growth of plant. Each year 20% of trees are sold and replaced with new seedlings for income generating activities. Average net income of 1 072 euros per feddan is estimated from the model. The Benefit cost ratio estimated is 9.1: 1 showing that for each 1 EUR spent in the model will generate a 9.1 EUR of benefits, which is in favour of the model. The NPV is estimated at EUR 143 314.

15. **Model 2 Agroforestry new community (25 feddan)** with intercropping mechanism and gradual rotational practices is focused on communities that will plant new

trees with average of 25 feddan approximately of 50 households within community. The model assumes that there were no trees planted before the programme. First cut of trees will be in the 5th year accounting for 20% of the total number of trees. Vegetables (herewith assumed cucumber) will be planted each year for the purpose of assuring cash flow liquidity. The investment costs include seedlings (acacia) with price of approximately of 1 euro and there is a need for 3000 seedlings. Supplementary irrigation is included with the cost of 186 euros for the intercropping vegetable production. Solar panel with the costs of 13 000 euros is used for energy production. The model takes into consideration gradual rotational practices of cutting trees, where assumed that after 5th year the first income generating activity from tree selling will be reflected with each year 20% of trees sold and replaced with new seedling. Average net income is 1 214 euros per feddan. The Benefit cost ratio estimated is 8,1: 1 showing that for each 1 EUR spent in the model will generate a 8.1 EUR of benefits, which is in favour of the model. The NPV is estimated at EUR 145 494.

16. **Model 3 Hafir 32 000 m³ capacities:** The average establishment costs is estimated at EUR 78 000 with additional maintenance costs of 2.5 % each year and permanent staff of 2 employed on water management. The Government fee of 10% revenues is reflected and transport costs of approximately 370 euros is accounted. The model contains solar panel for energy production (cost ~ EUR 20 000). It has been assumed that per one village development community there is 240 households that could use the water reservoirs during dry season period (i.e. ~usually from Nov till May). The cost per water for households is estimated to be in total EUR 24 000 per year. The incremental income is on average EUR 11 276 per year. The benefit cost ratio is 1.4 and NPV is EUR 33,416. Internal rate of return for the model is estimated positive at 20%.

17. **Model 4 is based on electric brick machinery (one per each cluster):** The investment costs includes brick machinery with cost of EUR 2 783 and two staff to be employed per machine during active period of production, which is assumed on 8 months every year. The salary per day accounts for up to 4 euros/day per person. Cement material, transportation, fuel and maintenance costs accounts for EUR 7 050. The model reflect price of EUR 0,32 euros per brick and one machinery can produce within 8 months 48 000 bricks in total, which is enough for 96 houses (i.e. 500 bricks per house). For construction of 1 house (i.e. 2 rooms capacity) there is estimated the need of 5 trees and therefore per one machinery there is saving of 480 trees per year. The average incremental income is EUR 7 365. The benefit cost ratio is 1,9 and NPV is estimated at EUR 38 884.

18. **Model 5 fodder production (guar) on 5 feddan:** accounts for investment costs for machinery usage for harrowing, ploughing etc. Seeds are needed every second year with costs of EUR 19 euros. The models assumes enlargement for 50% of production and reaching yield of 750 kg. The average incremental income is EUR 1 365; B/C ratio is not representative due to the small investment and operational costs. The NPV is estimated at EUR 7 285.

19. **Model 6 Home garden (Jubraka) with size of 0,25 feddan:** includes main production of cucumber (0,075 feddan), tomato (0,075 feddan), okra (0,05 feddan) and watermelon (0,05 feddan). The investment costs includes fencing, supplementary irrigation and plastic sheets. The recurrent costs includes seeds, water fees etc. The average incremental income is EUR 23, B/C ratio is 1,2, IRR accounts for 20% and NPV has been estimated at EUR 39.

20. **Model 7 home nurseries with size of 0,2 feddan:** includes main production of fruits trees, lemons (0,08 feddan), orange (0,08 feddan) and guava (0,04 feddan) and it has been assumed enlargement of 50% (i.e. from 0,1 to 0,2 feddan). The models covers

net, metal protection cover seeds and revenues are reflected 4 times per years (i.e. on average 3 months growth period per year). The average incremental income is EUR 378, B/C ratio is 1,9 and NPV has been estimated at EUR 99.

21. **Model 8 Agroforestry existing individual plantation with size of 5 feddan:** with intercropping mechanism and gradual rotational practices is focused on the individual land that already existing agroforestry with average land size of 5 feddan. Model assumes enlargement of size for 50 per cent from size of 2,5 feddan to 5 feddan. Investment costs reflects seedlings (acacia) with price of approximately 1 euro and there is a need for 150 seedlings each year. Supplementary irrigation is included with the cost of 186 euros for the intercropping vegetable production in the period of small tree size. The model takes into consideration gradual rotational practices of cutting trees, where assumed each 5 years to full growth of plant, each year 20% of trees are sold and replaced with new seedlings for the upcoming income generating activities. Average net income is 1 046 euros per feddan is estimated in the model. The Benefit cost ratio estimated is 9,1: 1 showing that for each 1 EUR spent in the model will generate a 9.1 EUR of benefits, which is in favour of the model. The NPV is estimated at EUR 28 886.

22. **Model 9, gum Arabic:** with combination of old and new trees and the price per kg is currently set at EUR 3,7. Investment costs includes, seedlings, planting, breeding and operating costs are land preparation, harvesting, sacks, transportation and zakat. The average incremental income is EUR 107, B/C ratio accounts for 3,9 and NPV has been estimated at EUR 370. Internal rate of return is 41%.

23. **Model 10 contain community crop production:** with tree belt (5 feddan). Each model accounts for 30 households. It has been assumed sorghum (2 feddan), sesame (1 feddan), groundnuts (1 feddan) and fodder (1 feddan). Shelterbelt seedlings are included in the model planted around total area. The investment costs includes acacia seedlings each cost of EUR 1,2 and there is a need for 600 and seeds for above-mentioned crops. The machinery services are included for some crops and other recurrent costs. The income besides annual crops comes each 5th year from the selling trees of tree belt. The average incremental income is EUR 164; B/C ratio is 0,8, since programme benefits come later in the programme period. The NPV is estimated at EUR 332 and IRR is 21 per cent.

24. **Model 11 is a community nursery on 5 feddan with 30 households:** Main production comes from orange, lemons and guava seedling, which can be sold each three months, therefore model, accounts for four seasons per year. The investment is irrigation scheme, protection metal cover, solar panel, shelterbelt and fence. The recurrent costs include seeds, solar panel maintenance, bags etc. The average incremental income is EUR 10 824, B/C ratio is 3,1 and NPV is 53,738.

25. All these eleven models present a higher financial efficiency in terms of financial Net Present Value (NPV), financial internal rate of return (IRR), and the financial benefits-cost ratio (BCR). For instance, NPV is positive for the all eleven models (EUR 143 314 for model 1, EUR 145 494 for model 2, EUR 33 416 for model 3, EUR 38 884 for model 4, EUR 7 285 for model 5, EUR 39 for model 6, EUR 378 for model 7, EUR 28 886 for model 8, EUR 370 for model 9, EUR 332 for model 10 and EUR 53 738 for model 11). Changes in financial indicators illustrate the predicted transformation in agricultural practices in the programme area. Analyses of the farm models confirm that the impact of the programme at the farm level is financially attractive for family households and net farm incomes are expected to increase. For more details, refer to table 1.

Table 1. Financial analysis models

No.	Model	NPV	B/C	IRR	Average Incremental income
1	Agroforestry Existing Community, 25 feddan	143,314	9.1	-	26,793
2	Agroforestry New Community, 25 feddan	145,494	8.1	-	30,360
3	Hafir, 32000 m3	33,416	1.2	29%	11,276
4	Brick Model /1 machinery	38,884	1.9	-	7,365
5	Fodder Production, 5 feddan	7,285	-	-	1,365
6	Home Garden (jubraka) 0, 25 feddan	39	1.2	20%	23
7	Home Nursery 0,2 feddan	378	1.9	-	99
8	Agroforestry Existing Individual, 5 feddan	28,886	9.1	-	5,229
9	Gum Arabic/1 feddan	370	3.9	41%	107
10	Community Crop Production with Tree belt, 5 feddan	332	0.8	21%	163
11	Comm. Nursery/ 5 feddan	53,738	3.1	-	10,824

4.

26. **Model 12, gas stove (not directly income generating):** The aim of the activity of the gas stove was to influence good domestic behaviour and sustainable environmental behaviour (e.g. reducing cut tree behaviour). It has been estimated that on average one household consumes 2 bundles per week of wood, therefore in total 104 bundles of wood are consumed per year. Under assumption that each tree can have 50 bundles capacity, it becomes obvious 2 trees saved per year/households due to the usage of gas stove. The savings in income is EUR 30 per year per households, under assumption that half bundles are bought and the other half is collected at the forest. On wood collection households spent approximately 183 hours/year, which is equivalent to 23 working days, so opportunity cost of time saved is additional EUR 63.

27. Total net income for all beneficiaries including 6 years after inclusion into the programme is estimated at value of EUR 63.1 million. The values are in the absolute amounts (i.e. time value of the money is not taken into consideration). For more details please refer to the Table 2 below. Discounted values are reflected in the financial and economic analysis (i.e. table 3 and 5).

Table 2. Total Net Income for all Beneficiaries

Models	Net Income/EUR							Total No. of HH	No. of Models	No. of HH per model	Total Net Income
	Y1	Y2	Y3	Y4	Y5	Y6	Total				
1 AF Existing Community, 25 fed	25.261	41.796	41.796	41.796	22.497	41.796	214.941	1.000	20	50	4.298.817
2 AF New Community, 25 fed	6.218	22.396	22.396	22.396	41.930	41.893	157.229	1.000	20	50	3.144.576
3 Hafir, 32000 m3	-72.742	20.338	20.338	20.338	20.338	20.338	28.946	2.250	104	22	4.924.004
4 Brick Model /1 machinery	6.247	7.556	7.556	7.556	7.556	7.556	44.025	32.100	150	214	6.603.721
5 Fodder Production, 5 fed	2.018	2.050	2.018	2.050	2.018	2.050	12.203	13.500	450	30	5.491.419
6 Home Garden, 0,25 fed	-162	75	75	75	75	64	204	27.200	27.200	1	5.545.974
7 Home Nursery 0,1 fed	-228	224	224	224	224	121	790	2.000	2.000	1	1.580.953
8 AF Existing Individual, 5 fed	7.975	7.975	7.975	7.975	4.113	7.975	43.986	438	438	1	19.243.671
9 Gum Arabic/1 fed	-38	224	232	364	379	363	1.523	2.438	1.219	2	1.856.736
10 Crop Prod. + Tree belt, 5 fed	-651	996	1.009	1.060	342	1.170	3.927	17.475	583	30	2.287.507
11 Comm. Nursery/ 5 fed	13.135	25.250	25.250	25.250	24.694	25.148	138.729	1.000	33	30	4.624.284
12 Gas Stove (savings p.y.)	30	30	30	30	30	30	178	19.600	19.600	1	3.490.909
Total								120.000			63.092.571,05

Table 3. Financial analysis of the models

FINANCIAL ANALYSIS	Community and Individual Generating Income Activities					Women Generating Income Activities					
	Community Farm model's incremental benefits (in SDG)					Individual Farm model's incremental benefits (in SDG)				Community model's incremental benefits (in SDG)	
	Agroforestry Existing Community, 25 feddan /a	Agroforestry New Community, 25 feddan /a	Hafir, 32000 m3	Brick Model /1 machinery	Fodder Production, 5 feddan	Home Garden (jubraka) 0,25 feddan	Home Nursery 0,1 feddan	Agroforestry Existing Individual, 5 feddan /a	Gum Arabic/1 feddan	Crop Production with Tree belt, 5 feddan/b	Comm. Nursery/ 5 feddan
PY1	1.790.000	1.250.000	-4.015.300	334.000	72.700	-10.236	-15.900	34.850	-12.533	-69.188	2.250
PY2	1.790.000	1.250.000	1.001.700	404.000	74.450	2.564	8.300	34.850	1.586	19.598	655.250
PY3	1.790.000	1.250.000	1.001.700	404.000	72.700	2.564	8.300	34.850	2.054	20.313	655.250
PY4	1.790.000	1.250.000	1.001.700	404.000	74.450	2.564	8.300	34.850	9.165	23.058	655.250
PY5	710.000	2.330.000	1.001.700	404.000	72.700	2.564	8.300	25.350	9.933	-15.673	625.250
PY6	1.790.000	2.330.000	1.001.700	404.000	74.450	1.964	2.767	34.850	9.091	28.988	649.717
PY7	1.790.000	2.330.000	1.001.700	404.000	72.700	2.564	8.300	34.850	9.528	30.213	655.250
PY8	1.790.000	2.330.000	1.001.700	404.000	74.450	2.564	8.300	34.850	9.528	30.983	655.250
PY9	1.790.000	2.330.000	1.001.700	404.000	72.700	2.564	8.300	34.850	9.528	30.783	655.250
PY10	710.000	1.250.000	1.001.700	404.000	74.450	2.564	8.300	25.350	9.528	-11.468	625.250
NPV (SDG)	7.724.606	7.842.132	925.509	2.095.871	392.641	2.122	20.385	1.556.975	19.920	17.897	2.896.455
NPV (EUR)	143.313,7	145.494,1	17.170,9	38.884,4	7.284,6	39,4	378,2	28.886,4	369,6	332,0	53.737,6

/a including intercropping with vegetable /b 2 feddan sesame, 1 feddan sorghum, 1 feddan G.N. and 1 fodder

5. Economic Analysis

28. The objectives of the economic analysis are: (i) to assess the overall programme viability; and (ii) to estimate the programme's impact by calculating the economic rate of return. The computation of economic costs is derived from financial programme costs, by excluding transfers such as duties, taxes, and price contingencies. Production inputs and outputs, labour, and other items have been shadow priced to stand for market imperfections. Economic costs in border prices for major agricultural inputs and products were computed using the associated conversion factors to adjust the local content of costs and goods assumed to be non-traded. Prices requiring a different conversion factor are introduced. The related labour financial price is adjusted downward by using a standard conversion factor of 0.8; 1,24 for imported agricultural products and 1,02 for exported agricultural products. Shadow conversion factor is 1.12 which changes shadow exchange rate to value of SDG 60.18 for 1 EUR.

29. **Programme economic costs and benefits.** The economic analyses include the investment and incremental recurrent costs of the programme components. The programme financial costs have been converted to economic values by removal of price contingencies, taxes and duties. In order to avoid double counting, the final aggregation considered only those costs that were not included in the financial models. Costs of replacing/maintaining of some specific equipment are considered.

30. **Benefits estimation:** Incremental production was calculated by calibrating the incremental benefits by the standard conversion factors and then aggregating them, based on the phasing of household uptake during the Programme implementation period.

31. Based on the expected farmers' responsiveness to the programme, the assumption on farmers' participation is smooth the first years, and increases from programme activities such as extension, market development, technical assistance, training and awareness, and infrastructure. Incremental aggregated financial and economic budgets, production and inputs including labour, financial and economic efficiency measures, and other technical and economic indicators were then calculated. The phasing of beneficiaries participation to the Programme activities was based on the rate at which beneficiaries are projected to contribute to Programme output. The estimated economic value of net benefit at full development is EUR 13.8 million.

Table 4. Beneficiaries, adoption rates and phasing

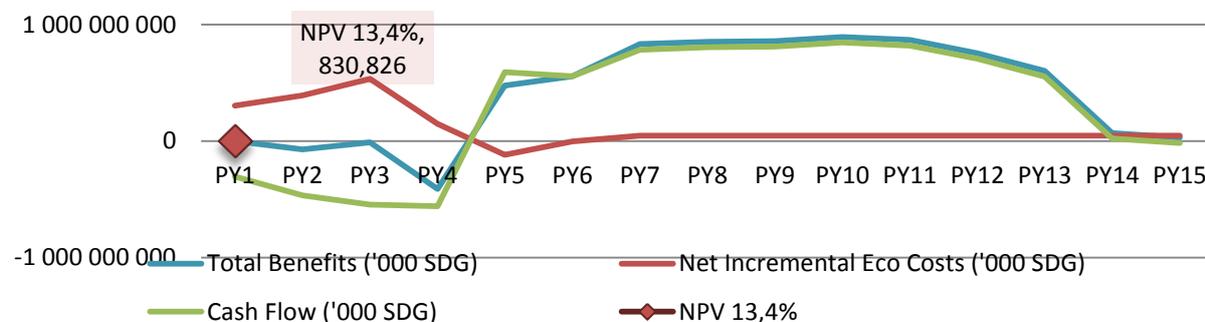
	BENEFICIARIES, ADOPTION RATES AND PHASING							Adoption rates
	PY1	PY2	PY3	PY4	PY5	PY6	Total	85%
AF Exist. Comm	0	210	310	380	100	0	1.000	
<i>Adjusted (adoption rate)</i>	0	179	264	323	85	0	850	
AF New Comm.	0	210	310	380	100	0	1.000	
<i>Adjusted (adoption rate)</i>	0	179	264	323	85	0	850	
Haffir	0	450	675	900	225	0	2.250	
<i>Adjusted (adoption rate)</i>	0	383	574	765	191	0	1.913	
Brick	0	7.170	8.575	12.245	4.110	0	32.100	
<i>Adjusted (adoption rate)</i>	0	6.095	7.289	10.408	3.494	0	27.285	
Fodder Production	0	2.700	4.050	5.400	1.350	0	13.500	

Table 5. Incremental net economic benefit at the programme level (SDG million)

	NET INCREMENTAL BENEFITS													Net Incremental Eco Costs ('000 SDG)	Cash Flow ('000 SDG)
	Agroforestry Existing Community, 25 feddan /a	Agroforestry New Community, 25 feddan /a	Hafir, 32000 m3	Brick Model /1 machinery	Fodder Production, 5 feddan	Home Garden (djubraka) 1 feddan	Home Nursery 0,1 feddan	Agroforestry Existing Individual, 5 feddan /a	Gum Arabic/1 feddan	Crop Production with Tree belt/b	Comm. Nursery/ 5 feddan	Gas stove ('000 SDG)	Total Benefits ('000 SDG)		
PY1	0	0	0	0	0	0	0	0	0	0	0	0	0	303.510.900	-303.510.900
PY2	2.992.564	2.992.564	-58.106.907	9.425.398	5.578.763	-59.735.187	2.785.552	25.895.780	-2.730.230	-6.830.918	-690.199	6.272.000	-72.150.819	392.823.200	-464.974.019
PY3	10.566.448	10.566.448	-68.865.803	24.232.109	14.073.609	-77.351.010	5.571.104	64.122.885	-3.657.606	-8.889.743	2.843.910	15.993.600	-10.794.049	533.017.100	-543.811.149
PY4	20.640.850	20.640.850	-70.477.422	44.487.696	25.294.486	-88.840.947	11.142.208	110.981.916	-511.816.418	-8.285.814	8.317.623	28.537.600	-409.377.374	148.925.700	-558.303.074
PY5	27.777.263	27.777.263	53.272.052	55.652.191	28.273.922	25.265.374	13.927.760	123.313.240	64.750.436	7.114.528	17.111.337	31.360.000	475.595.366	-116.747.400	592.342.766
PY6	25.596.446	25.596.446	91.472.784	57.566.250	28.147.219	61.258.853	13.927.760	107.305.890	87.796.213	6.870.835	19.185.831	31.360.000	556.084.526	-1.185.800	557.270.326
PY7	23.842.249	23.842.249	91.472.784	57.566.250	28.273.922	57.995.409	13.927.760	99.683.342	378.816.557	5.417.185	19.042.364	31.360.000	831.240.071	47.270.300	783.969.771
PY8	22.614.311	22.614.311	91.472.784	57.566.250	28.147.219	56.363.686	13.927.760	94.347.559	410.755.383	4.850.591	18.918.079	31.360.000	852.937.934	47.270.300	805.667.634
PY9	27.526.062	27.526.062	91.472.784	57.566.250	28.273.922	54.731.964	13.927.760	115.690.692	376.557.477	13.318.688	19.214.211	31.360.000	857.165.872	47.270.300	809.895.572
PY10	29.280.258	29.280.258	91.472.784	57.566.250	28.147.219	59.627.131	13.927.760	123.313.240	394.330.865	15.660.462	19.376.859	31.360.000	893.343.086	47.270.300	846.072.786
PY11	25.596.446	25.596.446	91.472.784	57.566.250	28.273.922	61.258.853	13.927.760	107.305.890	394.377.262	11.105.020	19.185.831	31.360.000	867.026.463	47.270.300	819.756.163
PY12	17.693.395	17.693.395	73.178.227	44.901.675	22.568.456	49.007.083	11.142.208	73.787.562	392.309.820	5.095.812	15.201.518	31.360.000	753.939.151	47.270.300	706.668.851
PY13	7.388.577	7.388.577	45.736.392	29.358.788	14.200.313	30.629.427	8.356.656	30.224.675	389.284.294	-1.865.052	9.277.602	31.360.000	601.340.248	47.270.300	554.069.948
PY14	1.173.829	1.173.829	9.147.278	7.483.613	2.852.733	6.125.885	2.785.552	4.708.776	1.008.509	-626.085	1.834.499	31.360.000	69.028.419	47.270.300	21.758.119
PY15	0	0	0	0	0	0	0	0	0	0	0	31.360.000	31.360.000	47.270.300	-15.910.300
NPV@ 13,4% ('000 SDG)			830.826												
NPV@ 13,4% ('000 EUR)			13.805												
EIRR			24%												

32. Incremental crop production will either be consumed by the households in the Programme area or sold to local and external traders in the primary, secondary and terminal markets. Sales are made both for consumption in large cities such as Khartoum and for the export market and the trade tend to be dominated by a small number of large merchant buyers.

Graph 1. Cash flow of incremental benefits, costs and net cash flow



33. **Assumptions:** Economic pricing has been based on the following assumptions: (i) the conversion of financial programme costs into economic costs have been undertaken by multiplying the domestic value added by the standard conversion factor (SCF), and adding-in the foreign exchange costs to convert financial values to economic values; (ii) A SCF equal to 1,12 has been applied when converting financial prices into economic prices and the opportunity cost of labour was 88% which represents a conversion factor from financial to economic costs; (iii) the exchange rate used in the economic analysis is fixed at EUR 1 equal to SDG 60,18 computed exchange rate prevailing in December 2018 with taking into consideration standard conversion factor of 1,12; and (iv) an economic life time of 15 years have been taken to assess the improvement in technology used.

34. **The Economic Internal Rate of Return (EIRR)** on the investments in the Programme area over 15 years is estimated at 24% and the Net present value (NPV) of the programme is positive (EUR 13,8 Million). The economic analysis suggests that the SNRLP Programme is feasible. An estimate made over 15 years economic life time of the programme would generate an EIRR greater than that the 15 years period and a higher NPV. All these worthiness indicators establish the economic feasibility of the programme.

35. **Sensitivity Analysis:** In order to include risk factors, a sensitivity analysis in terms of "variable by variable" and "scenario" analysis was done to test changes in economic indicators in conjunction with aggregate costs, benefits, and delays in the realization of programme costs and benefits. The EIRR drops to 22% with an increase in costs of 10%. With an increase of costs by 20%, the programme is still worthy (EIRR of 20%). However, with an increase of the aggregate costs by 50%, the EIRR with 16%. A decrease of benefits by 10% to 50% still yields an EIRR greater than the 11%.

36. In terms of scenario analysis, the programme remains profitable with an increase in programme costs by 20% and a simultaneous decrease in benefits by 20%. But an increase of costs by 50% with a simultaneous decrease in benefits by 50% and more will generate an EIRR 11%, which is lower than the social discount rate (13,4%).

37. The sensitivity tests of the programme suggest that the programme is robust and worthwhile, especially if we consider the conservative assumptions made in the

computation of the benefits. The programme therefore has a positive impact on household welfare and allows farmers a higher propensity to participate to its activities.

Table 6. Sensitivity analysis

SENSITIVITY ANALYSIS (SA)					
		Δ%	Link with the risk matrix	IRR	NPV (SDG)
Base scenario				24%	830.826.100
Project benefits		10%	Combination of risks affecting output prices, yields and adoption rates	25%	1.021.735.309
Project benefits		-10%			639.916.890
Project benefits		-20%			449.007.681
Project benefits		-50%			-123.719.948
Project costs		10%		Increase of labour costs and input non labour costs (i.e. fertilizator, seeds)	22%
Project costs		20%			615.172.900
Project costs		50%			291.693.102
1 year lag in ben.			Risks affecting adoption rates and low implementation capacity	20%	605.236.734
2 years lag in ben.					406.304.313
3 years lag in ben.					230.878.897

Sudan

Sustainable Natural Resources and Livelihoods Programme Project Design Report

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

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Project No. 2000002105
Report No.

Near East, North Africa and Europe Division
Programme Management Department

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

1. Major landscape characteristics and issues

1.1. Socio-Cultural context

Sudan is situated in north-eastern Africa with a coastline bordering the Red Sea. It is the third largest country, in size, in Africa. Sudan has been in conflict for most of its independent history. On-going conflict and fragility drivers in Sudan fall under four broad categories, among them, governance and political institutions and, the environment and natural resources (*'lack of economic diversification as reflected in the over-dependence on the extractive sector and, neglect of the agriculture and livestock sectors, which are marred by low productivity and vulnerability and from where the poorest 40 percent of the population derive their livelihoods'*).

Gender and youth. Gender disparities remain persistent in Sudan. Women comprise only 23 percent of the formal economy, but 70 percent of the informal economy, with a majority of them engaged in agricultural production. Youth constitute 23% of the total population and 21% of poor. Around 55% of youth, aged 15 to 24, are poor. Rural youth do not have sufficient employment opportunities and lack the skills (business management and technical) and access to finance to start and run their own businesses. Women contribute to the household's wellbeing and food security. Their specific responsibilities include: (i) farming on the HH fields with their husbands and on the jubraka land (2 feddans/0.84 Ha), growing leafy vegetables, tomatoes, cowpeas, okra, millet and maize for both HH consumption and sale; (ii) all HH work, e.g. preparing food, collecting firewood and fetching water; (iii) childcare; (iv) rearing small animals; and (v) petty trade. Women control cash income from petty trade, poultry rearing and selling jubraka crops. Both, rural women and youth are affected by high rates of illiteracy, persisting gender inequalities perpetuated by the customary law, and early marriage.

The M&E system will incorporate smallholder HH, agro-pastoralist, pastoralist, gender, youth disaggregated indicators. gender representation in programme management will be ensured through steps such as ensuring sufficient number of women staff specially at the community development level; including gender mainstreaming responsibilities in the ToRs of all staff members and exposing staff to gender training and GALS orientation training (refer PIM for more details).

Poverty, food insecurity, nutrition. Sudan ranked 167 out of 188 countries on the Human Development Index (2015). The National poverty level is at 46% (18.5 million). Rural poverty is much higher at 58% and is more pronounced in the rainfed sector due to droughts, isolation from markets, poor infrastructure, pastoralism and conflicts. Households (HHs) with small herds and small scale rainfed farms suffer most from food insecurity in the case of losses. There is an inherent sensitivity to rainfall amounts, making climate change a critical factor affecting the economy, livelihoods, and food security. The other causes of poverty and food insecurity include, moderate NR management and governance legislation coupled with poor enforcement and lack of employment opportunities. Sudan is rated 112 out of 119 countries in the Global Hunger Index indicating fragile food and nutrition security and widespread undernourishment. There are 5.5 million (13%) food insecure people and 80% of them are unable to afford their daily food need. Chronic malnutrition rate is at a staggering 38%. Under-nutrition is serious with over 16.3% of the population in the global acute malnutrition (GAM) category. Around 58% pregnant women are anaemic resulting in high rates of wasted

(low weight-for-height) and stunted (low height-for-age) children. Sudan is one of the 14 countries with 80% of the world's stunted children. Over 2.2 million children less than five years are stunted and face high risk of dying from infectious disease. Six (Kassala, Gezira, Khartoum, River Nile, Gedaref and Sennar) out of the nine SNRLP States are amongst the top nine non-conflicted States with acute malnutrition.

To respond to those challenges, the project will target the areas where malnutrition is high (Acute malnutrition ranging from 14-20%). The project will have a positive impact on nutrition through facilitating access to increased incomes from agricultural production and small businesses, increased availability of food, provision of water, labour saving machinery, renewable energy (solar and gas), GALS training to facilitate women's empowerment and more equitable distribution of responsibilities and resources and nutrition awareness training. Also, around 840 VWGs will be supported in developing LIP proposals for micro businesses and activities that will improve their nutrition security and resilience of their livelihoods.

The Appendix 5.2 of the SECAP presents the ESMP and the resilient model used in the project. The social risks are analyzed based on information presented in the Project Implementation Manual (e.g. Targeting strategy), and mitigation measures to respond to those risks are detailed.

1.2. Natural Resources & their Management

The Republic of Sudan covers an area of about 1.87 million km², (UN and Partners Work Plan, 2012 and FAO, 2012). In general terms, desert and semi desert conditions cover between 60-70 per cent of the country's total area (between 1.13 - 1.25 million km², FAO - UNEP)

Interpretative work on imagery was made by Sudanese teams at the Remote Sensing Authority. The assessment has shown that some 50.7 per cent of this surface area is classed as bare rocks, bare soil and other unconsolidated materials (such as wind-blown sands free of vegetation in hyper-arid areas). A further 10% is classed as trees, 11.8% as shrubby vegetation, and 13.8% as herbaceous vegetation. In these areas agricultural land use is largely confined to the strips of suitable soils along the Nile and Atbara Rivers. In all some 12.6% of the land of Sudan is cultivated, mostly under traditional rainfed agriculture.

Natural hazards threaten the natural resource landscape: dust storms and periodic, and persistent, droughts. Environmental issues persisting throughout are inadequate supplies of potable water, wildlife populations threatened by excessive hunting, soil erosion, desertification, and periodic drought and flood. This data challenges the mindset of Sudan having an abundance of natural resources. A mind-set of scarcity would not only reflect the reality but would also place more emphasis and investment for the sustainable management of the resources. Sudan remains essentially rural with the majority of the population dependent on the country's natural resources for their livelihoods.

This raises significant concerns about the possible appropriate institutional arrangements for the management of resources and conflict at local levels and about how to reconcile indigenous structures and the emerging new political forces. Pastoralism and agriculture have historically evolved and survived as complementary livelihood and economic systems, characterised by mutually beneficial exchange processes. In many places

though, this historical relationship has been altered significantly, with the two systems competing rather than complementing one another (such as in the States of Kordofan and Sennar). The situation is aggravated by resource scarcity and degradation, growth in human and livestock populations, and increasing incidences of drought and unpredictability of rainfall. This creates challenges for the balance of traditional and formal governance systems of rural Sudan creating a further driver of change in environmental governance. Some parts of Sudan that were previously agricultural and pastoral have become deserts and some pastoral parts have been barred by settlers.

Like in other Sahelian countries, livelihoods in Sudan depend heavily on soil, water and vegetation resources. It is estimated that agriculture (crops, livestock and forestry) contributes 35-40 percent of GDP (with livestock accounting for 50 percent of the production) and employs more than 80 percent of the total population (Lee, et al, 2013). Traditional farming accounts for 60-70 percent of the agricultural output and is largely subsistence production based on shifting cultivation and livestock rearing (Badri, 2012). The wildlife of Sudan presents a rich base of biodiversity of high value. The country is also rich in mineral resources, especially gold.

1.3 Climate

Current climate and historical trends

Rainfall in Sudan is characterised by enormous variability over space and time and is at its lowest along the edges of the Sahara, at less than 150mm, to more than 700mm towards the south.

The findings of a recent IFAD-analysis¹ have shown that:

- There is a gradient of precipitation from North to South, the North being drier than the South.
- Variability is intra-annual with two seasons, May-October wet and November-April dry. The variability is also inter-annual with an increase in precipitation since 1981 in most of the regions (significant for North Kordofan). The perception of increase could be explained by the dry period in the 80's in Sudan compared with the present situation. Despite this dry period, in the Southern part of South Kordofan the trend is significantly negative since 1981 during the wet season (could have a negative impact on water recharge of the soil and subsequently on agriculture and people).
- Furthermore, the inter-annual variability of precipitation can be huge and cause problems of droughts if water is not well harvested and stored in soil during the wet years. According to the World Bank, the variation within years has seen annual dry season rainfall totals increasing 20-30mm per decade in the extreme south, while annual rainy season rainfall totals have been decreasing by 10-30 mm per decade, primarily in the west.
- The increase in heavy to medium precipitation (>10mm/day) since 1981 as shown in the Appendix 5.1 may have negative effects on water storage by destroying small water harvesting infrastructure if not well set up and increasing erosion.

According to the World Bank², the air temperatures in Sudan have been steadily increasing over the period 1960 – 2009, with temperatures in the 2000 – 2009 period

¹ Sudan Georeferenced Climate Trends Assessment 1960-2018. IFAD 2019

between 0.8°C and 1.6°C warmer than they were in the 1960 – 1969 period. There was an increases of between 0.2°C and 0.4°C per decade in the periods March to June and June to September from 1960 – 2009. Also, the **observed records suggest a fairly strong warming trend**, with only Kadugli station near the border with South Sudan suggesting a slight negative or cooling trend over the historic period (1960 -2010). The IFAD analysis (see Appendix 5.1) based on the CRU data set observed an annual temperature slightly increasing significantly for the period 1901-2017 for the period May-October and more steady for the period November-April. The positive trend varies from 0.5% for maximum temperature, to 1% for mean temperatures, up to around 1.5% for minimum temperatures for of all the regions.

Future Climate predictions

Climate scenario analyses conducted as part of the preparation of Sudan’s National Communications to the UNFCCC indicated that average temperatures are expected to rise significantly relative to baseline expectations. Projections of rainfall under climate change conditions also show sharp deviations from baseline expectations.

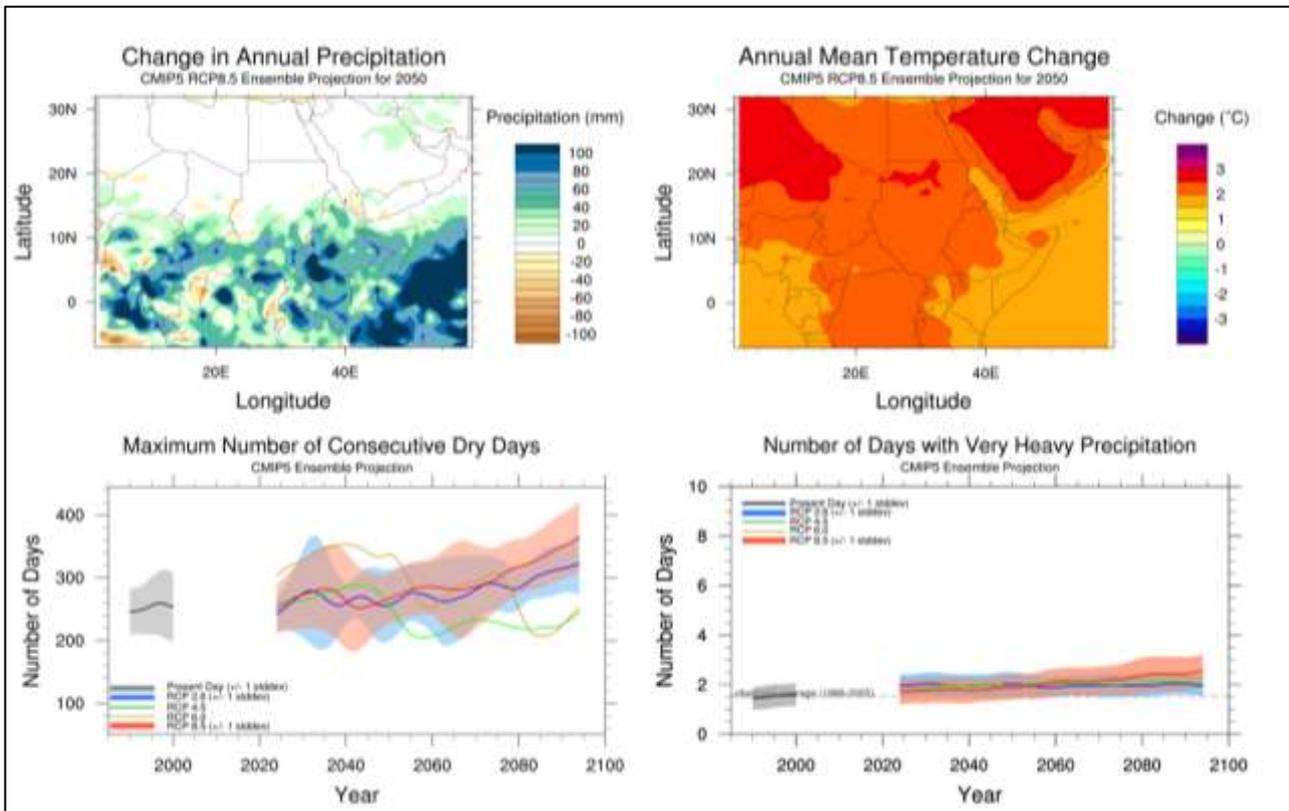


Figure 1: CMIP5 RCP8.5 Ensemble Projection for Sudan. Source: World Bank

By 2060, projected warming will range from 1.5°C to 3.1°C during August and between 1.1°C to 2.1°C during January. Results of the Ensemble Projection for the scenario RCP8.5 show average rainfall will decrease in the West of the country but will mainly increase in the South and East by 2050. The maximum consecutive dry days will increase as for the number of days with very heavy precipitation by 2050. This can be

² World Bank Climate Variability Tool: http://iridl.ldeo.columbia.edu/maproom/Global/World_Bank/Climate_Variability/

interpreted by a concentration of precipitation in a short period of time during the year, and consequently, the increase of precipitation over the years may not be as positive as it could be but bring even more erosion and flood disasters.

In depth analysis of climate change and impacts is available in Appendix 5.1 of the SECAP note.

Adaptation Capacity

For the Government of Sudan, the SNRLP will be a major investment in improving natural resources management, as well as the elaboration of new policies for the sustainable use of natural resources. Investments in national weather and drought forecasting services, including in measures to increase data collection and existing data accessibility, and provide improved early warning of drought episodes may be considered. This work is really needed for water adaptation planning. By combining fieldwork and remote sensing on both local and national scales, and, validating and disseminating climate change findings together with desertification findings could be used as a benchmark for climate risk management and land use and adaptation planning (component 2).

2. Key potential impacts of the project

International development practice provides an opportunity for the demonstration of sustainable development principles. IFAD's Social Environmental and Climate Assessment Procedures (SECAP) aims at adopting these principles. Conversely, projects that are poorly implemented may model shortcuts or poor practice that set precedents, this time undermining capacity building for environmental best practice.

Compiling the findings of a series of interviews – with local people and those implementing the intervention – which focused on how rainwater harvesting is enhancing lives and livelihoods, interviewees said that by smart harvesting of rainwater, women and girls spent less time fetching water and therefore had more time for other activities such as gardening or school. Stakeholders had anticipated that the initiative would increase the amount of water available for gardens and homes (with the introduction of solar pumping) and would have a positive impact on health and nutrition. Other expected consequences of reduced work and increased water were higher incomes, increased food security (vegetable varieties) from gardening, improved employment from higher education and improved health. Results from the study showed that girls' school attendance increased as they were spending less time fetching water.

Similarly, developing a water point may lead to depletion of the aquifer, or to depletion of other resources such as rangeland. Therefore, water interventions need attention so that the economic, social and environmental aspects of life and livelihoods in these interventions are kept in balance. Traditional livelihoods have developed to harness the variable and unpredictable distribution of resources – such as migrating to maximize livestock productivity by feeding on the more nutritious recently rain-fed pastures. Significant challenges to establishing equitable governance exist, but promising initiatives have been included in the SNRLP.

Community mobilization and NR and land-use management planning (Component 1)

The project will aim at consolidating and upscaling good practices for empowering communities and networks or clusters of communities and build their capacities in land-use planning and NR governance and management by:

- Mobilizing Village Development Committees and strengthen their organisation in Cluster Development Committees or Network Executive Committees.
- Formulating Natural Resources and land-use management plans and build a NR Conflict resolution mechanism.
- Support the CDC/NECs in having their land authorized and registered.

The concepts of equitable participatory in environmental governance and the development of co-management arrangement for "open access" common areas will inform the programmatic approach of component 2.

Governance principles and practices will be developed (Component 2)

Drawing upon include Integrated Water Resource Management, National Adaptation Plan – (NAP and NAPA), REDD Plus, and work on pastoralist livelihoods:

- Processes of consultation for institutional and constitutional reform will be supported with exposure to developments in environmental governance;
- Capacity building for line ministries with a coordinated approach at both State and Federal level will be given;
- Social and environmental management plans will include a sound understanding of the governance context in which they operate.

Project procedures will support best practice in the collaboration between communities and government in management of projects and their results, drawing on the principles of co-management.

Promotion of alternative livelihoods (Component 1.2)

The promotion of alternative livelihoods and technologies within the Community NRM and Livelihood Investment Plans and business development services could potentially entail activities with unintended adverse environmental and/or social impacts (e.g. small-scale aquaculture, natural resources-based value chain development, slaughterhouse, earth dams, etc.). These adverse impacts, however, are likely to be limited in scope and magnitude and are easily mitigatable through related awareness-raising, promotion of environmentally and climate resilient practices and close follow-up from the project team.

Support will be given by the Project to activities that pilot and demonstrate innovation and best practice on environmental, water governance, and adaptation, in particular with the provision of pumps and hafirs.

Although the SNRLP is listing, as part of Component 1, a series of community based natural resource management initiatives and best practices such as water harvesting, it will also include the analysis of potential impacts and benefits for the local resource - use in the 3 to 5 Livelihood Zones within 4 to 5 social - ecological systems, including the gender based, organically nutritional, home or communal gardens or Jubrakas where the SNRLP will operate. The example from water harvesting (in Kordofan) shows how taking a gender lens to a theory of change can highlight important changes/impacts in women and girls' livelihoods and resilience.

3. Project's Categorization (Environmental and Social Category)

Based on IFAD's environmental and social categorization and criteria scheme and the results of the guiding questions for environmental and social risk screening, the SNRLP project is classified as category B. Since sustainable NRM is at the center of the project, the project is most likely to have overall positive environmental impacts. No formal Environmental and Social Impact Assessment (ESIA) is required at the stage of project

design, however the SECAP's note in the PDR summarises the mainstreamed activities recommended.

4. Climate Risk Category / Classification

The SNRLP has been classified as High Risk and will operate in regions in Sudan which are characterized by being highly vulnerable to climate change, such as North Kordofan. Since 2015, most of the references on Sudan have mentioned that Sudan is highly vulnerable to climate change with some particularly fragile sectors such as food security, water resources and agriculture. Accordingly, a Climate Risk Assessment (CRA) may be prepared but in this present case, the project is clearly geared towards adaptation and featuring "no-regret/safe" kind of activities, the CRA is can be found in Appendix 5.1.

The SNRLP will feature the development of natural resource and land-use management plans (NRLMPs) prepared for each system of cluster or network of villages. Risk management, adaptation and livelihood actions will be identified and mainstreamed into the different investment plans for the 5 social - ecological systems at work using natural resources available in each region: i) Rangeland and livestock rearing; ii) Forestland conservation and related businesses; iii) Catchment and water point management; iv) Cropland and climate adaptation in farming practices; v) Stock routes management and livelihoods of pastoralists. These may be complemented with LIPs (Livelihood Investment Plans).

5. Recommended SECAP features of project design and implementation

5.1 Climate change and adaptation potential

The following elements were noted in the design and implementation when it came to adaptation practices. Adapting to the impacts of climate change on water resources and food production is one of the serious challenges to good governance. It will be all the more difficult, as the natural resources and the environment that provide vital, social – ecological systems and services come under increasing stress and different users compete for water and food:

- In the SNRLP, we are in the presence of 5 primary and secondary "systems": agro - land, pastoralism and grazing - land, forest - land, agro-forestry and agro - pastoralism. Component 2 will play a pivotal role in assisting the Government of Sudan with policies (dialogue, changes), adaptive water and food management strategies and methods to increasing water and food productivity to overcome these challenges;
- Climate change impacts on water in Sudan- through rainfall, soil moisture, river flow (Nile) and groundwater recharge directly translate into impacts on food, livelihoods and ecosystems. Water and food are the interface between the 5 systems (above). Under current trends of population growth, demand for food and water and changing diets in Sudan (and neighboring countries which rely on exports from Sudan), food demand will double, and water demand will also increase by 20 to 40 percent. Climate change will place additional stress on already stretched water systems;
- The right steps taken now in food – water- energy management will significantly reduce poor people's vulnerability to climate change by reducing water -related risks and creating buffers against unforeseen changes in rainfall and water availability. An appropriate assessment agenda, a sign of good governance, will fill the knowledge gaps between water, food and CC and guide the right

investments in Component 1. This can improve the livelihood resilience of the farming communities and ensure food security as well as contribute to the research in the water, food and livelihood nexus;

- Building resilience through better water and food management is a key output and outcome of Component 2 (and 1). Responses (activities) such as:
 - ✦ Thinking more creatively about the different forms/ways of water storage ranging from small ponds to large hafirs, groundwater recharge, water harvesting and soil water conservation capture and storing water in fields and in the soil.
 - ✦ Understanding pragmatically the impacts of i) anticipated, increased, climate -proofed and well adapted investments in the different forms of water storage on the environment and natural resources, and, of ii) the long-term feasibility, reliability and variability = sustainability of these interventions, is a manifestation of good governance.
 - ✦ Increases in water productivity through higher yields, crop diversification, and integrating livestock and fisheries is an effective way of improving rural incomes and reducing risks by diversifying income sources. (improve productivity also help reduce GHGs).
 - ✦ Basin water management and allocation (between the 5 social - ecological systems) is becoming more difficult under CC scenarios in water scarce basins and sheds, especially with increased variability in flows. Adjustments in water allocation and repartition in the vast land (and water) use map and landscape require both, knowledge of water flows as well as social and institutional governance mechanisms.
 - ✦ With the shift from drought response to drought risk mitigation (and crops monitoring) new approaches such as early warning and insurance will be needed to help establish targeted safety nets for farmers. These approaches will require precise, downscaling CC predictions at the basin level which could pose methodological and technological challenges for hydrological predictions in "ungauged" situations.
 - ✦ Changes in cropping and land use patterns and allocations (new land use map?) because of CC will definitely need new water management policies and strategies to support these changes but also to meet the local needs of the different groups within the 5 systems.
 - ✦ The drafting of new evidence - based policy support to water and land managers and policy makers to build social resilience and adaptive livelihood in order to extract key messages and provide science - based guidance for future, sustainable critical decisions about natural resources in general, and water resources in particular. The concept of Climate Smart Agriculture (CSA) also introduces a new angle in that it helps farmers, government, companies and NGOs better understand and manage the risks posed by climate change and thus become more resilient. In order to make such efforts meaningful for a large number of stakeholders, scaling climate smart agriculture necessitates engaging multiple actors to understand site-specific projections of climate impacts and develop suitable responses accordingly. This novel combination adds value to existing work with the goal of achieving adoption at scale for locally relevant CSA practices. In the SNRLP, the Jubrakas, will take new scale and dimensions. Testing a CSA approach will be a cost-effective choice.

5.2 Multi-benefit approaches

The project will assess the climate change exposure at a subnational scale, develop appropriate CSA practices with farmers incorporating cash crops and food crops to increase the resilience of these systems, and codify these practices in adaptation guidelines. These guidelines will then be mainstreamed through existing (certification) training curricula (in coordination with IFAD's knowledge management division) and used to develop innovative impact investment products that will help finance and increase the adoption of identified adaptation strategies. In order to increase impact and scale, the results will be promoted through broader outreach with other standards organizations, impact investors, government agencies and industry leaders. Its desired outcome is to contribute to a common adaptation agenda applicable across a regional scale and applicable to other smallholder crops.

The long-term objective of this work is to enable key public, private and civil society actors to interpret projected exposure to climate change by cropping system and region into site-specific CSA practices; and to incorporate these practices into their work with hundreds of thousands of farmers through extension services or tailored financing, as needed. To further scale this work, the project will engage national and sub-national stakeholder platforms /networks in facilitating public private dialogues around the promotion of inclusive climate change adaptation strategies, segmented by degree of climate exposure.

5.3 Incentives for good practices

During our field trips we had a number of requests for Jubrakas from women or groups of women.

In Jubrakas (or home/ communal, gender based, organic gardens), there will be incentives as tangible benefits for relinquishing unsustainable practices (farming, processing, etc.), reducing risk, and helping smallholders (and gender-based households) adopt adaptation and mitigation measures, including funding. In fact, in the SNRLP, we have designed a sub -component that is aiming at Jubrakas becoming climate - smart agriculture (CSA) preferred ground for gender - based community, multicultural and highly nutritional, home and community gardens, and specifically targeting:

- gender and nutrition values in the household
- sustainably increasing agricultural productivity and incomes - livelihood (green charcoal) through CSA
- adapting and building resilience to climate change
- reducing and/or removing greenhouse gas emissions, by introducing agro-forestry and agro-ecology where possible, thus increasing productive biodiversity.

5.4 Participatory processes

In this section we integrate some of the participants' recommendations (from the field trips) with some of our own:

- The need to Integrating and co-ordinating approaches
- Adopting one of the principles of co- management of the resources
- Working with vulnerable communities at the local level and take a bottom-up approach to project planning (component 2).

Many local communities are calling for the amendment of some water resource laws, particularly those that govern the cost and distribution of water and the use of money generated from water projects in vulnerable communities in arid and semi-arid lands. In many parts of the country people suffering from water shortages and scarcity are forced to drink with their animals from ponds because it is less expensive (though they still must pay for this water). Now, people have to buy hafir and well water. All the money is transferred to the national water corporation, but there are no standard regulations governing the distribution of benefits. Before 2002 the communities used to have a reasonable share of the money (60%, which was then reduced to 40%). However, a law issued in 2002 eliminated their right to a share of the money. In our survey, in Kordofan, we found very few Hafirs efficient and cost effective.

Drafting a climate risk management policy and establishing monitoring and early warning systems as the impact of climate-related disasters is very high: the provision of timely early warning by the Meteorological Authority could help reduce these impacts and is a sign of good governance and equity.

6. Analysis of alternatives

Most of the activities which have been selected are cost effective and are related to adaptation practices and approaches and these have been mainstreamed into the components and subcomponents.

Adaptation is mainstreamed in both components. The methodology above contributes to capturing the adaptation undertone of the two components based on climate risk which is omnipresent in both components: managing climate risk and adaptation planning are excellent indicators of good governance which will lead to Resilience, Livelihood thus Sustainability.

The climate risk approach (methodology and pathway) as a tool for adaptation risk - impact assessment has evolved and has become the innovative (paradigm shift?) cornerstone of causal and mainstreamed adaptation (work). Risks, vulnerabilities, resilience, livelihood, and adaptation are all linked and interchangeable and are themselves indicators of good governance and vice versa.

The project will have two planning and investment instruments which both have climate change risk management and adaptation measures mainstreamed:

1. The NR and Land-use Management Plans (NRLMPs) for village networks or clusters. The NRLMPs set the framework for resources governance, use and conservation for improved livelihoods and income generation and managing current and future climate change and disaster risks.
2. The Livelihoods Investment Plans (LIPs) for groups (of NR users, producers, women or youth). The LIPs must be aligned with and implement priority actions of the NRLMPs including climate change and variability adaptation practices and investments and disaster risk reduction measures.

7. Institutional framework

Components/outcomes and activities

The Project will have two inter-linked technical components and a project management component:

- (i) upscaling of community based natural resources management practices, technologies and businesses;
- (ii) improving the institutional framework for upscaling community based NRM; and
- (iii) project coordination.

Several conventions and international initiatives have been signed by the Sudanese government and therefore have been taken into consideration when planning the activities of the SNRLP (*Component 1*). Among these are the numerous milestones to Rio +20.

As for *component 2*, The legal frameworks by sectors for the most significant governance issues in Component 2 are:

- Land tenure
- Water
- Pasture and grazing
- Forests

More information on the institutional framework can be found in the section "Organizational Framework" of the PDR.

8. Capacity- building and additional funding

IFAD will provide technical support to strengthen capacities for climate risk management in the agriculture sector. Agriculture is the principal economic sector, it employs more than 80 percent of the total population, but it is poorly diversified and largely dependent on variable rainy seasons. Most farms are small, and there has been little adoption of modern technology because of under resourced agricultural support services and weak supply of agricultural inputs. Within the agriculture sector there are limited structures and resources for proactive climate risk management and adaptation to climate change. Strengthening of these areas require coordinated efforts at the national and local levels. Initiatives by the Ministry of Agriculture, the Ministry of Environment, the Meteorological Authority, the Sudan Agriculture Research Center (ARC), and regional and district agriculture development offices are critical to the mainstreaming of risk management and climate change adaptation into agriculture. Institutional and technical capacity development is the key priority for improving the Ministry of Agriculture position as a key actor in agriculture adaptation. Institutional and technical capacity needs to be enhanced at the national and district levels, to ensure that climate change adaptation is addressed proactively and from an agricultural perspective. Building institutional and technical capacity will also provide the Ministry with a comparative advantage in representing the agriculture sector in national-level adaptation initiatives facilitated by the Ministry of Environment (the HCNRE and the NCE).

Elements for linking the loan with multilateral or bilateral environmental and climate financing sources (i.e. Global Environment Facility, Least Developed Countries Fund and Special Climate Change Fund funding, Green Climate Fund, Adaptation for Smallholder Agriculture Programme) for enhanced results and impact has been considered. Indeed, a GEF component (2 million USD) will support the incremental implementation of some of the initiatives of the SNRLP.

9. Monitoring & Evaluation

Using the twin tracks of climate risk management (CRM) and adaptation and development outcomes, we seek to assess adaptation processes at multiple scales and through an evaluation of outputs, outcomes and impacts within and across the two components. This is to explore how adaptation or adaptation-relevant interventions and investments contribute to better climate risk management and to help keep development outcomes on track in the context of increasing climate risks. Specific information on Monitoring and Evaluation is available in the section *L. Planning, M&E, Learning, KM and Communications Plans* of the PDR.

To address risks, we will use screening and safeguards (SECAP) to climate proof / minimise the risk of maladaptation or increased vulnerability. To assess institutional sustainability, we will evaluate the extent to which mandated organisations (Min. Agriculture, Min. Water resources) depend on outside assistance to plan, manage and implement (adapted) interventions over an appropriate time period.

10. Further Information Required and Studies Leading to Potential New Outputs / Outcomes

Several studies including a climate risk and a land assessment (component 2) are mandatory to take better advantage of the opportunities offered by the environmental social and climate context. The climate risk assessment (CRA) is a requirement because the classification of this project is "High" but this has been discussed with OPR and the present analysis would be sufficient at this stage. Depending on the scope and the scale of component 2 there might be specific climate downscaling in key locations and regions in order to assess for e.g. the drought (and flood predictions) in order to come up with drought early warning systems (agri-met based). Accordingly, several studies including downscale modelling may be needed to support the activities in component 2 (and GEF), particularly the water pillar. These are:

- 1- Modeling and assessing land-use and hydrological regimes to future land-use scenario for sustainable watershed management in the semi-arid region of Butana.
- 2- Modelling the hydrologic response of a Nile watershed to changes in land use patterns for environmental planning

Political commitment, strong institutions and appropriate governance are essential to integrating risk issues in development processes and to reducing disaster risks.. In Sudan. there are major hazards, risks and disasters including droughts and floods.

As we have seen above in Sudan, water resources and disasters are linked in many ways. First, several natural hazards arise from hydrological factors. Second, disasters triggered by natural hazards can destroy or severely damage water infrastructure, affecting water supply and reducing its quality. For example, drought can reduce surface or groundwater flows and flood can contaminate water quality. Third, water resource degradation causes or worsens disaster risks arising from natural hazards. For example, degradation of watersheds can adversely induce or exacerbate river basin flooding or landslides. Unsustainable water resource utilization also weakens the resilience of communities at risk. Because of these reasons, it is important to reduce risks to water resources in a multi-hazard context. Also, because water risks emanate from many sectors, sources and competing uses, water resource management is inter-sectoral and

multidisciplinary. Therefore, any approach to understanding and managing water risks must be comprehensive and integrated.

Output 1: A Groundwater Resources map (or an update of)

The **2nd National Communication to UNFCCC (2013) (Impact on River Nile flow)** states that "hence, there is a clear finding that under many climatic scenarios, water flow in the Nile River will decrease considerably, between 20% and 30%. This circumstance, combined with the increased water demand discussed previously, suggests that risks of increasing water stress in Sudan over the next 40 years will need to be integrated into water planning and policymaking."

Thus, the capacity of groundwater delivery systems to meet demand may take on increasing importance with climate change. Future development of groundwater resources to address direct and indirect impacts of climate change, population growth, industrialization, and expansion of irrigated agriculture will require much more knowledge of groundwater resources and aquifer recharge potentials than currently exists. Observational data on groundwater resources in Africa are extremely limited and significant effort needs to be expanded to assess groundwater recharge potential. Detailed analysis of groundwater conditions for water resource and adaptation planning would need to consider these constraints in Sudan.

Output 2: A Disaster (Drought /Flood) Risk Reduction Map (or update of) and Early Warning and Monitoring System

The impact of climate-related disasters is very high and frequent droughts/floods in the last few years in Sudan has proven that the threat is omnipresent and will increase in the future (IPCC,5); the provision of timely, water security, early warning by the Meteorological Authority could help reduce these impacts.

A disaster risk reduction map for the mitigation of desertification in Northern Kordofan and parts of Butana. It is recognized that while the natural phenomena causing disasters are in most cases beyond human control, the vulnerability (of affected communities) is generally a result of human activity. This is particularly clear in Sudan.

11. Time Frame and Budget

There will not be an environmental and social impact assessment (ESIA) per say because the project has been categorized as B. Furthermore, this is an adaptation project in which the adaptation activities have been mainstreamed in the respective components. Thus, a climate change vulnerability analysis and a climate risk assessment (CRA) will be included in the preparation of natural resource and land-use management plans (NRLMPs) and LIP for each cluster or network of villages and risk management, adaptation and livelihood actions will be identified and mainstreamed into the different investment plans for the 5 social - ecological systems (in the 4 or 5 livelihood zones) at work using natural resources available in each region: i) Rangeland and livestock rearing; ii) Forestland conservation and related businesses; iii) Catchment and water point management; iv) Cropland and climate adaptation in farming practices; v) Stock routes management and livelihoods of pastoralists.

Free prior and informed consent (FPIC) might be needed in component 2 in relation with land and communal forest issues.

The estimated time frame for the CRA is prior to, or eventually during the final selection of the sites because the vulnerability analysis informs targeting and site selection and is considered one of its main criteria. Its budget has been added to the project's budget. As for the NRLMPs their budget is part of the project activity costing. The CRA's time duration is between 3 and 4 months. The NRLMP's design was spanned over 1 year (around 300 communities). Consultations with marginalized poor sections of the communities (between December 1 and 18, 2018) and three different groups visiting the three regions of the project: Kordofan, Sennar and Butane) including women's groups, and identifying the key comments provided have been incorporated into project design for effective implementation.

12. Next Steps

Learning from the CRA exercise that is being carried out concurrently for the IAMDP, the CRA was prepared in a 2 -stage approach. The first part or the vulnerability assessment /mapping was partly done at communities – specific level and with focus groups (11 of them out of 129). The vulnerability assessment fed into the selection of the localities / project sites (and is helpful for the SNRLP since 60 % of the communities / localities to be selected for the SNRLP are "old" IFAD project localities (SUSTAIN, LMRP, IAMDP, BIRDP). The second part of the CRA, partly the Crops Suitability Assessment, will be used to complete the CRA and will feed into adaptation planning at the regional scale. The adaptation model(s) and results (and the adaptation knowledge) of the CRA - stage 2 could eventually be fed into the site -specific localities / communities in case of gaps, deficiencies, maladaptation and vulnerabilities still existing at the locality/community level via the Cluster Livelihood and Adaptation Sustainability Plans or CLASPs. Please note that for SUSTAIN, LMRP, and BIRDP, climate change and therefore adaptation, was not fully mainstreamed into the core activities of these projects which meant leaving gaps at the locality and household level. The Crops Suitability Assessment addressed more the nature and productive ecosystems (crops) and their vulnerabilities – adaptation resilience - and less adaptation livelihood (the "human" element with its non -climate vulnerabilities -environmental, social, health, income, conflicts, migration risks) in the 5 social ecological systems.

Undertake a CRA for the SNRLP or precisely a Strategic - Climate Risk Assessment (STR-CRA) since the 3 regions of the SNRLP constitute 75 % of the surface of Sudan. As agreed, a climate change vulnerability analysis will be included in the preparation of the natural resource and land-use management plans (NRLMPs) and LIPs (***suggesting to upgrade to CLAIMPs or Cluster Livelihoods Adaptation Investment and Management plans***) for each cluster or network of villages, and risk management, adaptation and livelihood actions will be identified and mainstreamed into the different investment plans for the 5 social - ecological systems at work, using natural resources available in each region: i) Rangeland and livestock rearing; ii) Forestland conservation and related businesses; iii) Catchment and water point management; iv) Cropland and climate adaptation in farming practices; v) Stock routes management and livelihoods of pastoralists.

For the purpose of component 2 of the SNRLP and environmental governance, the three pillars, namely land tenure, water and forests are the most determining and pressing in view of Sudan's history with floods and droughts, water hazards and climate risks. Accordingly, it is suggested to push the analysis and expand the scope of the Climate Risk Assessment (CRA) into drought (flood) monitoring and modeling and assessing land-use and hydrological regimes to future land-use scenario for sustainable watershed management in the 3 regions. Or at least, along for e.g. the stock routes which are presently / and will be in the future, the most vulnerable "social – ecological" systems

and groups. Therefore, drought monitoring and early warning system(s) are essential for the pastoralists in their quest for water (as well as for the farmers in the northern parts of Sudan who will suffer from drastic increase in temperature and precipitation variability). It is noted here that idle and/or obsolete parts of disaster risk reductions / early warning systems exist in some states and would need "incremental" efforts to put them back to work (could be included in the GEF 2 – million USD project).

Once we have the results of the S- CRA it will be necessary to transfer, feed, aliment and climate - proof the investment plans (component 1) as described above for as many as 300 + localities / communities using the CLAIMPs.

Appendix 5.1. Sudan Design Climate Change in depth analysis

IFAD acknowledges climate-related risks as one of the factors affecting rural poverty and as one of the challenges it needs to address. While climate change is a global phenomenon, its negative impacts are more severely felt by poor people in Sudan who rely heavily on the natural resource base for their livelihoods. As the most vulnerable and marginalised people in rural societies, smallholder farmers and herders are especially exposed to climate change. They inhabit some of the most vulnerable and marginal landscapes, such as hillsides, deserts and floodplains. They often lack secure tenure and resource rights, relying directly on climate affected natural resources for their livelihoods.

Responding to this prioritization, IFAD proposes an overarching goal to enable poor rural people to improve their food security, raise their incomes and strengthen their resilience. Consistent with this approach, the IFAD's Policy for Environment and Natural Resource Management also recommends greater attention to climate-related risks and resilience in order to manage environment and natural resource related shocks.

For investment projects with a projected high sensitivity to climate hazards, IFAD requires a climate vulnerability analysis which can help to improve the targeting of investment actions to include the most vulnerable and least resilient target groups:

- Improve the robustness of development investments from climate-related hazards;
- Increase the resilience of development outcomes; and
- Avoid investment actions which inadvertently increase vulnerability to climate hazards over the longer term.

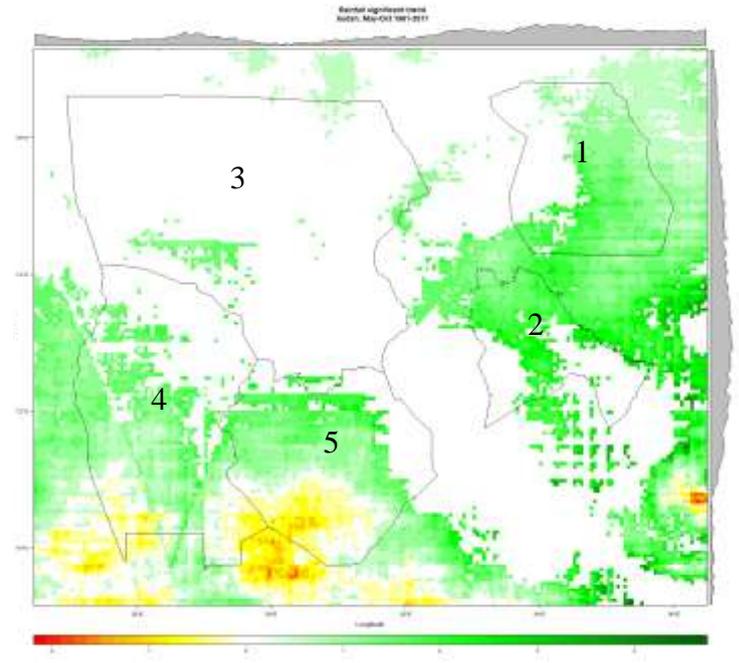
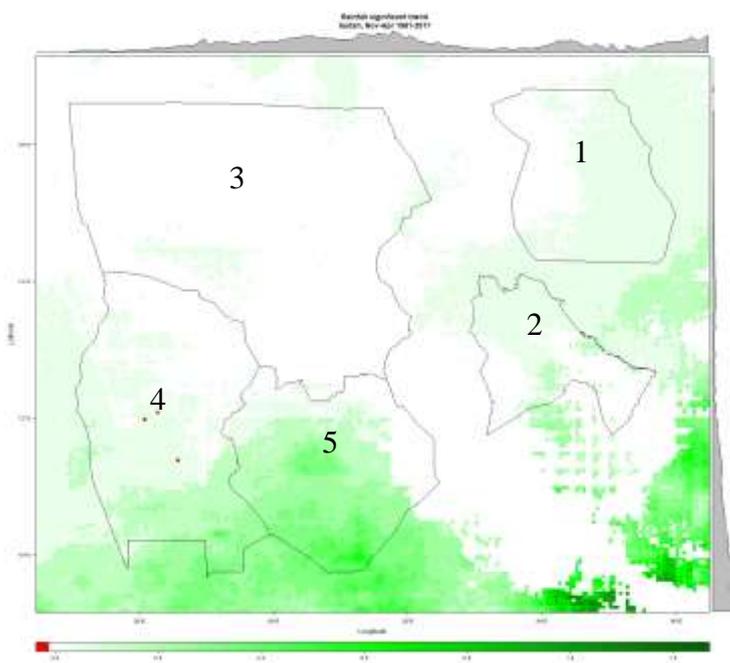
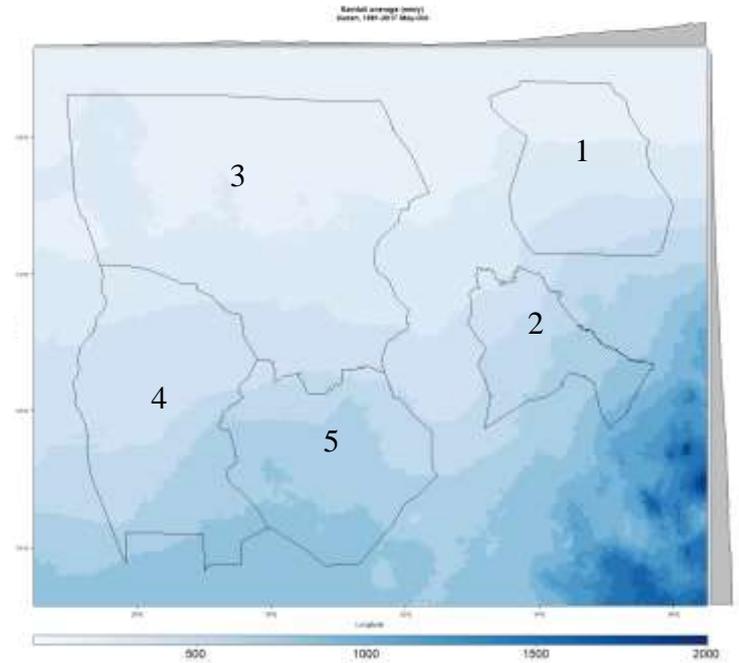
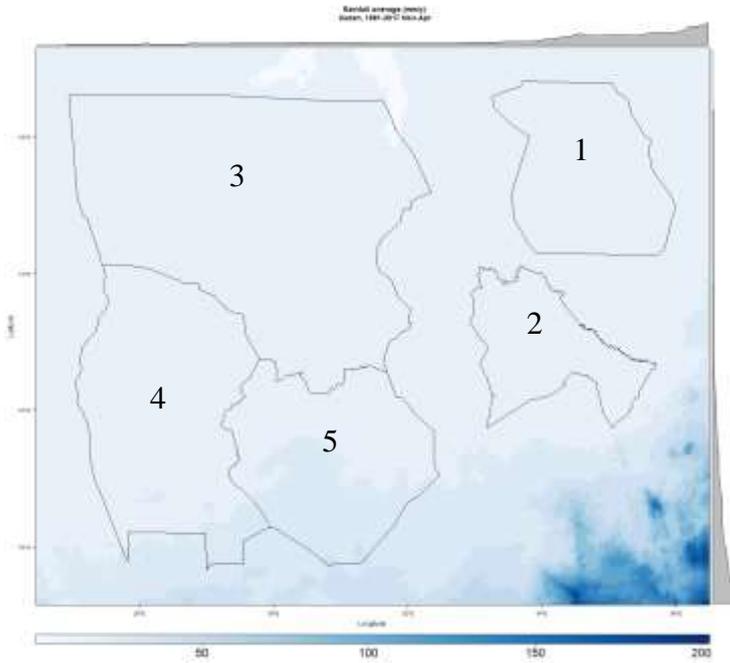
The objective of the climate in depth analysis is to analyze the occurrence of climate-related hazards in the prospective target area of the project (including a historical analysis of hazard types, intensities, frequencies and associated losses and damages); the physical exposure of livelihoods, ecosystems and critical infrastructure in different locations to the most prevalent climate hazards ('hot spots' mapping, related to high precipitation for example); the key properties that determine the susceptibility of livelihoods, ecosystems and critical infrastructure in the target area to the most prevalent climate hazards (sensitivity analysis); impact of climate change along the value chain supported by the project.

In addition the analysis will help to understand the projected climate change impacts in the target area, based on representative ensembles of climate models and scenarios; the impacts of climate change on health in project-affected communities indicating those communities or groups who may become more vulnerable to health risks as a result of the project; Preliminary recommendations on how climate risks in the target area can be addressed in a larger investment programme.

Zones of study:

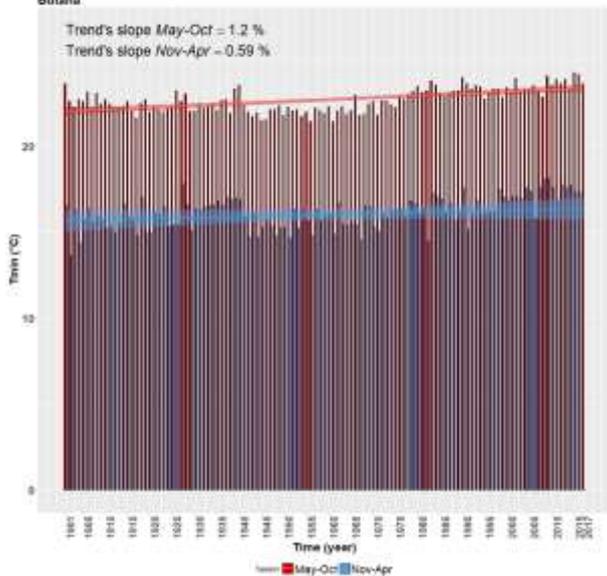
- 1. Butana
- 2. Sennar
- 3. North Kordofan
- 4. West Kordofan
- 5. South Kordofan

Sources: CHIRPS/Climate Hazards Group-USGS; University of East Anglia Climatic Research Unit CRU

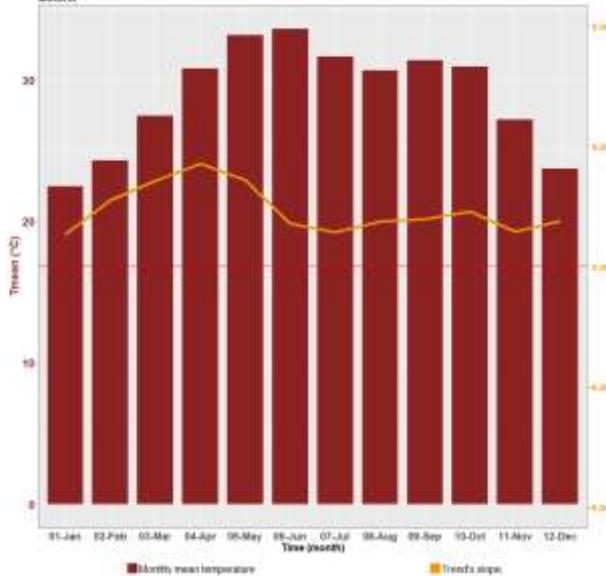


Butana :

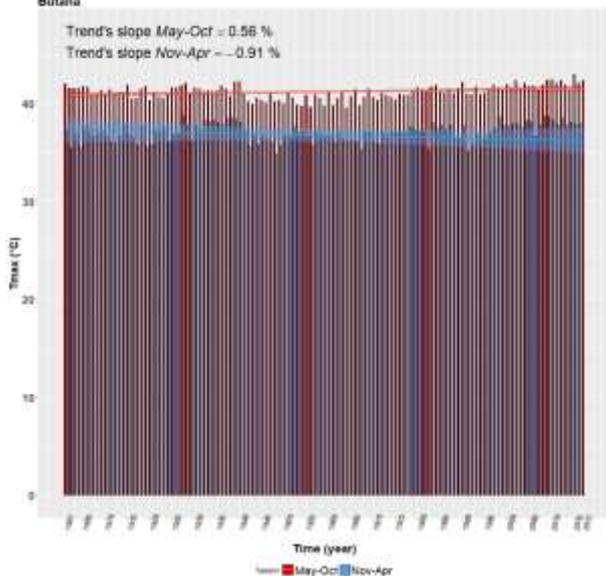
Average minimum temperature 1901-2017
Butana



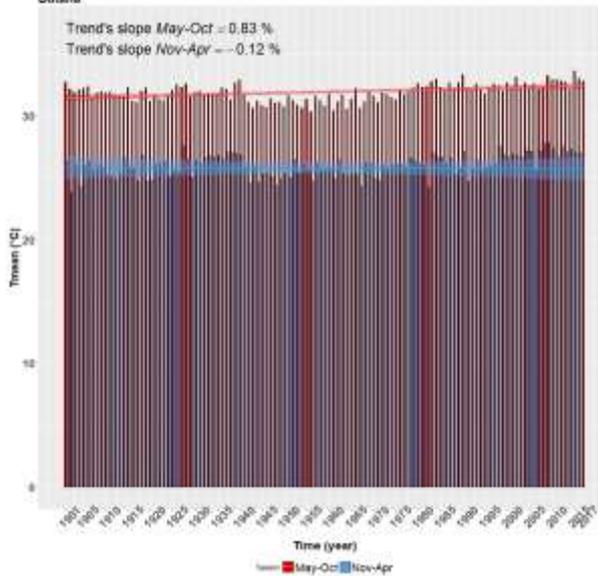
Monthly mean temperature and Trend's slope 1901-2017
Butana



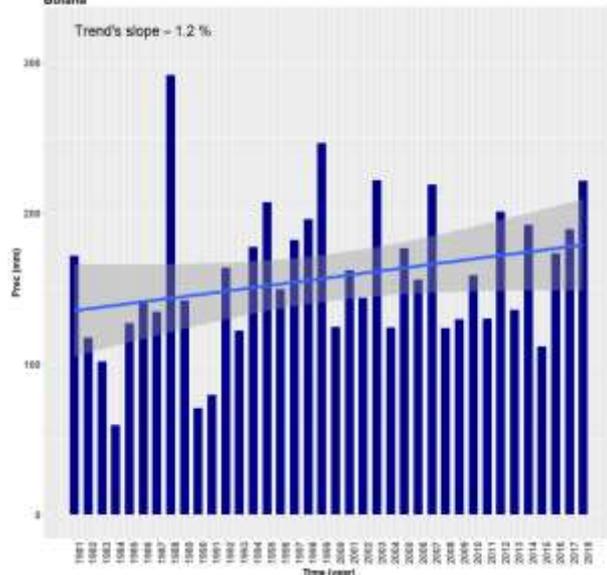
Average maximum temperature 1901-2017
Butana



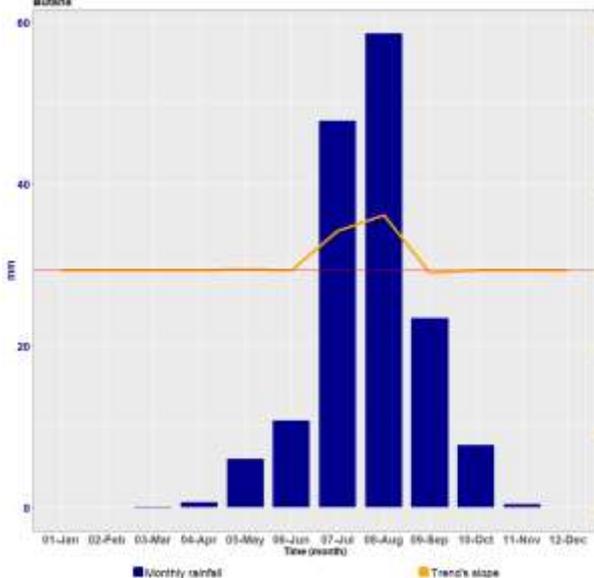
Average mean temperature 1901-2017
Butana



Annual Rainfall 1901-2018
Butana

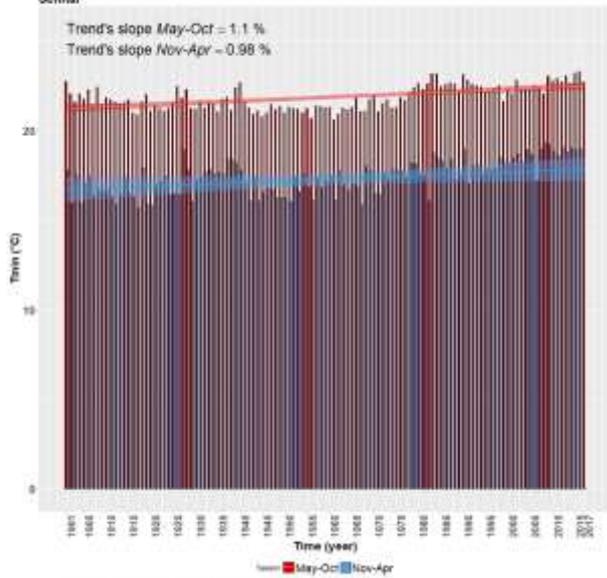


Monthly rainfall and Trend's slope 1901-2017
Butana

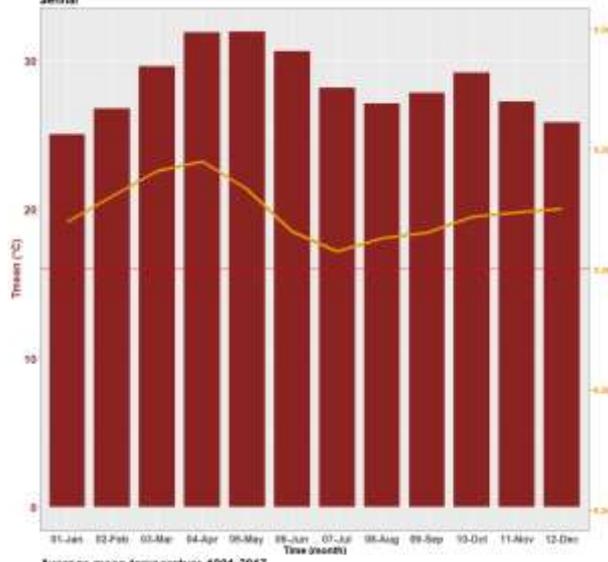


Sennar :

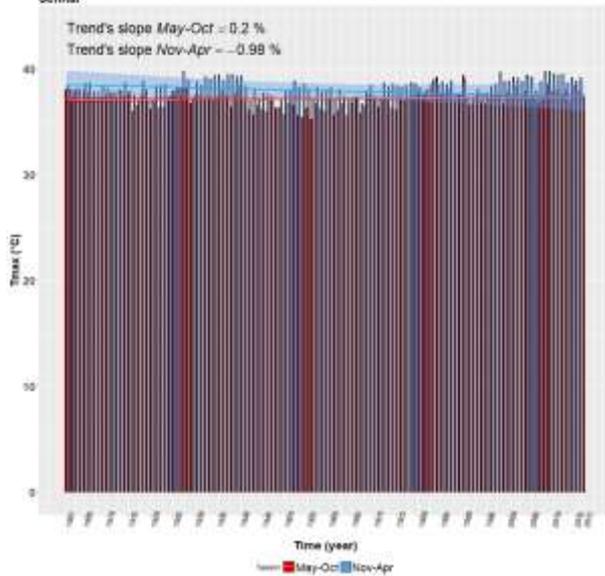
Average minimum temperature 1901-2017
Sennar



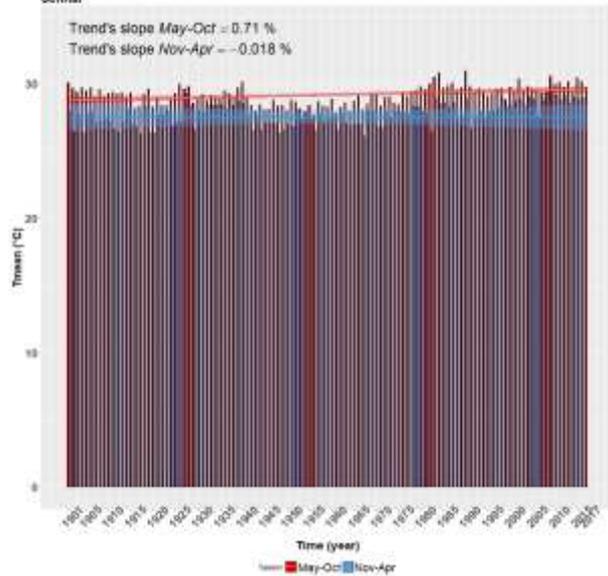
Monthly mean temperature and Trend's slope 1901-2017
Sennar



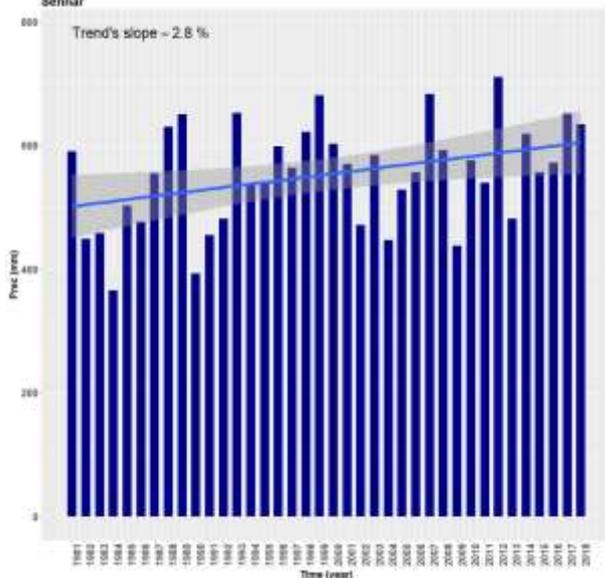
Average maximum temperature 1901-2017
Sennar



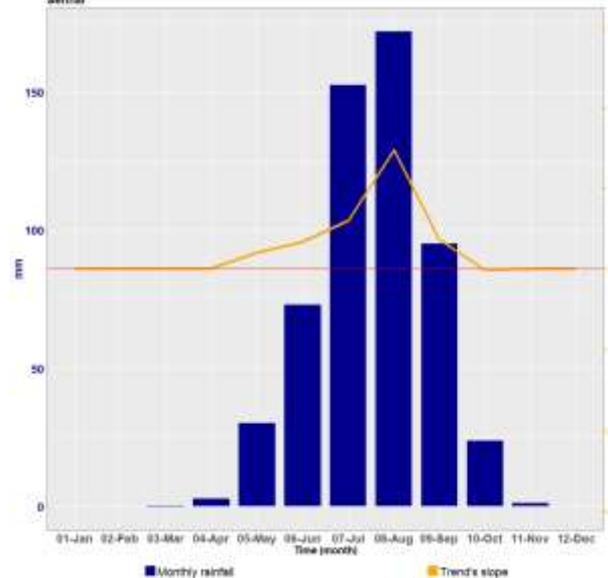
Average mean temperature 1901-2017
Sennar



Annual Rainfall 1981-2018
Sennar

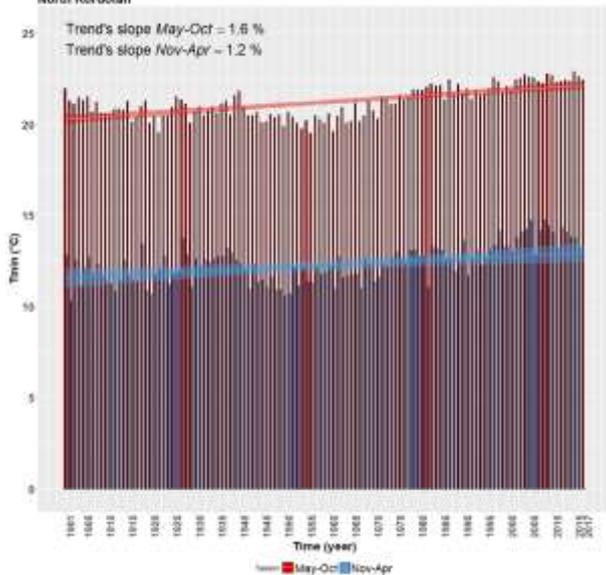


Monthly rainfall and Trend's slope 1901-2017
Sennar

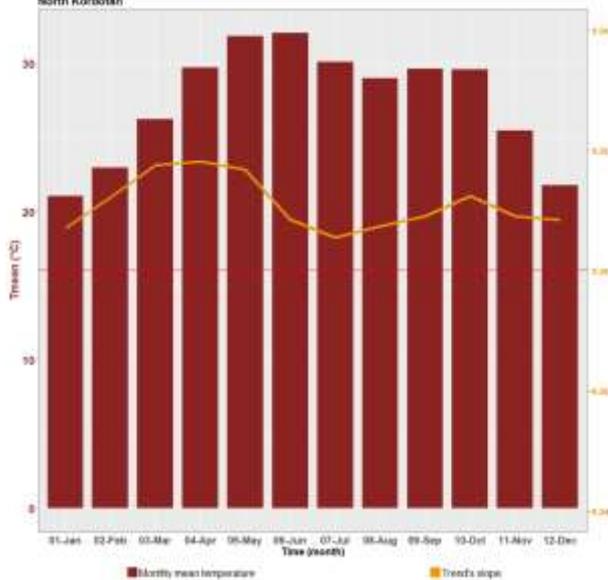


North Kordofan :

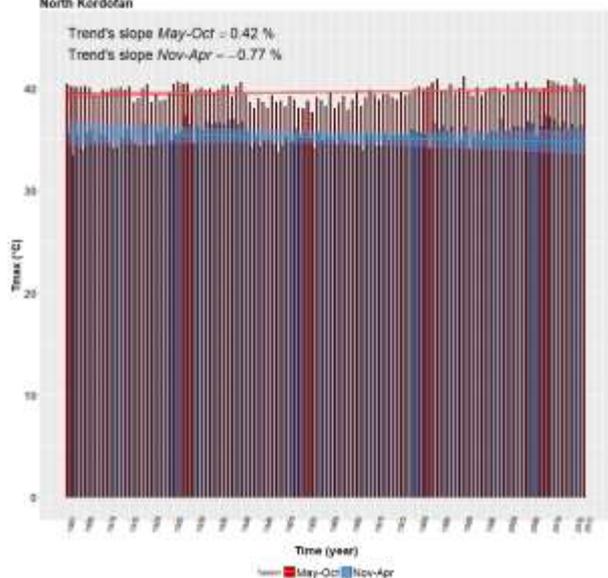
Average minimum temperature 1901-2017
North Kordofan



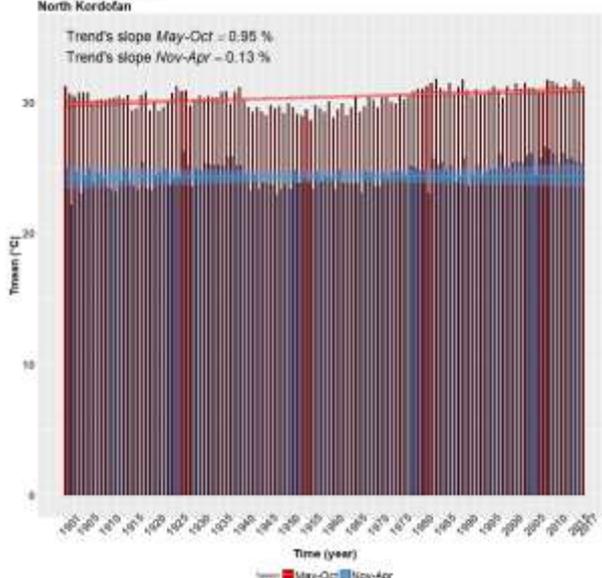
Monthly mean temperature and Trend's slope 1901-2017
North Kordofan



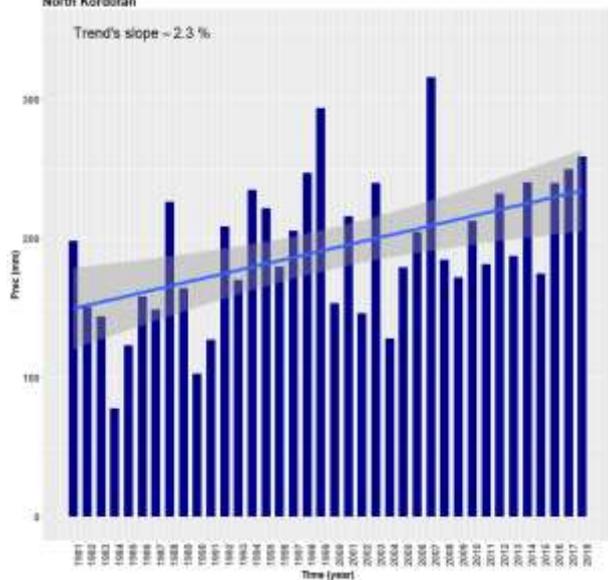
Average maximum temperature 1901-2017
North Kordofan



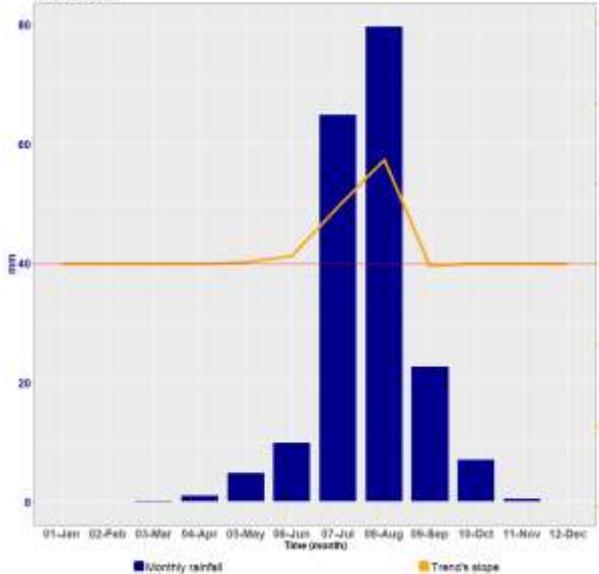
Average mean temperature 1901-2017
North Kordofan



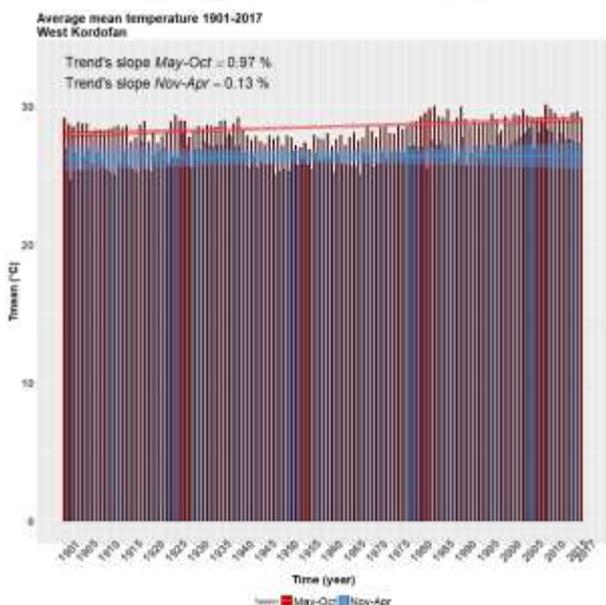
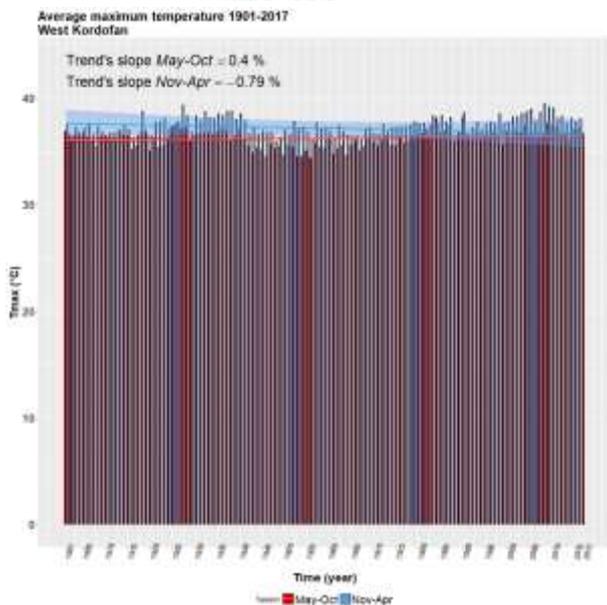
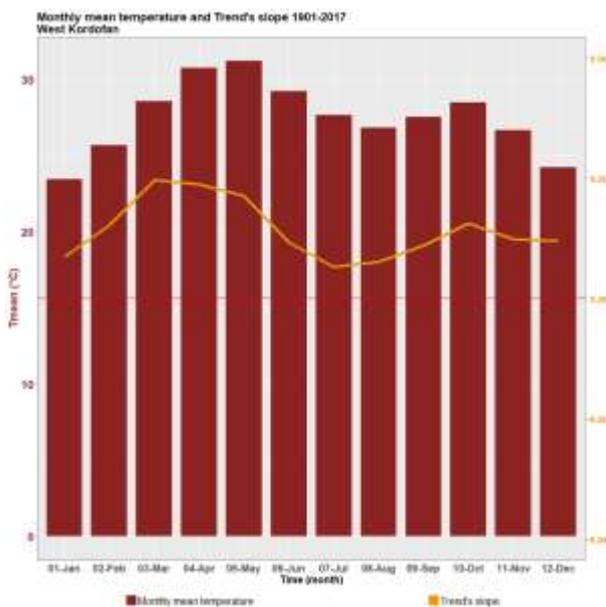
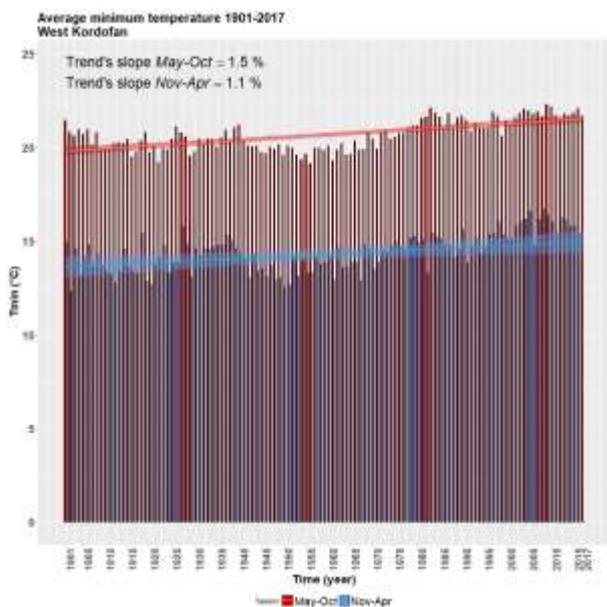
Annual Rainfall 1901-2018
North Kordofan



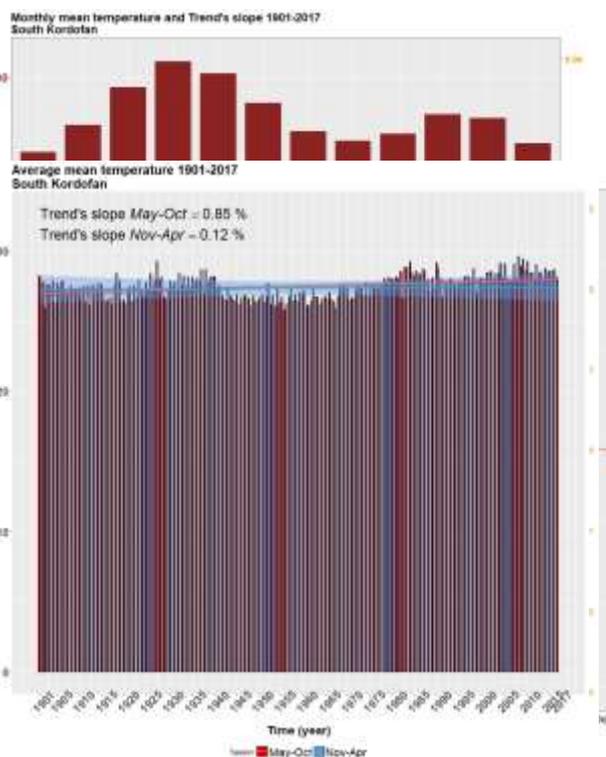
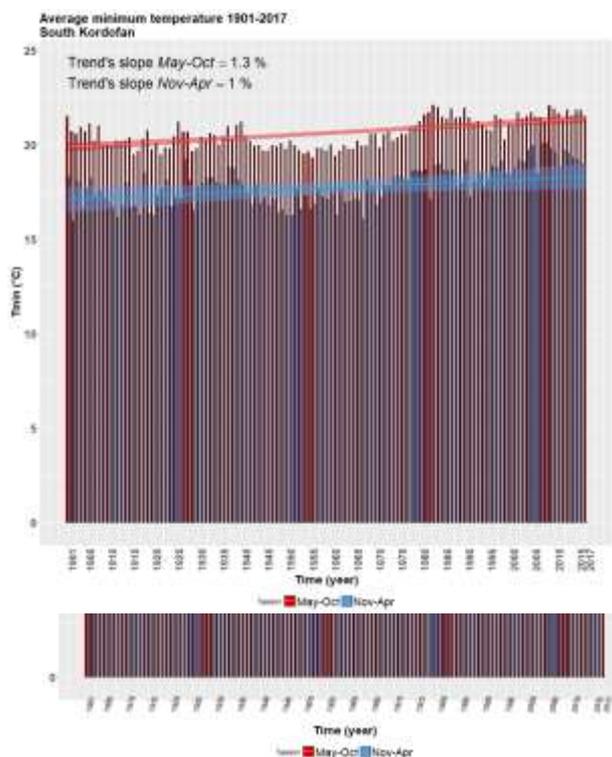
Monthly rainfall and Trend's slope 1901-2017
North Kordofan



West Kordofan :



South Kordofan :



Climate analysis

Precipitation

- There is a gradient of precipitation from North to South, the North being drier than the South.
- Variability is intra-annual with two seasons, May-October wet and November-April dry. The variability is also inter-annual with a significant increase in precipitation since 1981 in most of the regions for the two seasons but really slight for the dry season (see maps on the right). On the opposite, in the Southern part of South Kordofan the trend is significantly negative during the wet season (could have a negative impact on water recharge of the soil and subsequently on agriculture and people).

Temperature

- The temperature is significantly increasing in all the regions for the period 1901-2017, the trend's increase can reach up to 1.6% for minimal temperature. The mean temperature increasing trend happens especially during the dry and most vulnerable months of the year.

According to the IFAD analysis and supported by the Think Hazard tool, water scarcity is classified as high³. This means that droughts are expected to occur on average every 5 years. Based on this information, the impact of drought must be considered in all phases of the project, in particular its effect on personnel and stakeholders, and during the design of buildings and infrastructure. Project planning decisions, project design, and construction methods must take into account the level of water scarcity. In southern Sudan where the project area is found, medium confidence in an increase in drought tendency. The present hazard level may increase in the future due to the effects of climate change.

In addition, extreme heat hazard is also classified as high. This means that prolonged exposure to extreme heat, resulting in heat stress, is expected to occur at least once in the next five years. Project planning decisions, project design, and construction methods must take into account the level of extreme hazard. According to the most recent assessment report of the Intergovernmental panel on Climate Change (IPCC, 2013), continued emissions of greenhouse gases will cause further warming, and it is virtually certain that there will be more frequent hot temperature extremes over most land areas during the next fifty years. Warming will not be regionally uniform. In Sudan, the temperature increase in the next fifty years will be slightly higher than the worldwide average.

Impacts on agriculture and people

The most vulnerable groups would be traditional rainfed farmers and pastoralists, groups least resilient to climate - change related shocks. Compounded by a range of human pressures, these underlying conditions create a state of vulnerability in Sudan to climate impacts, and a troubling picture of vulnerability to anticipated climate change. Drought as a recurring series of dry years has become a normal occurrence in the Sudanese Sahel region. The drought is threatening the existing cultivation of about 12 million hectares of

³ <http://thinkhazard.org/>

rained, mechanized farming and 6.6 million hectares of traditional rainfed lands; pastoral and nomadic groups in the semi-arid areas of Sudan are also affected.

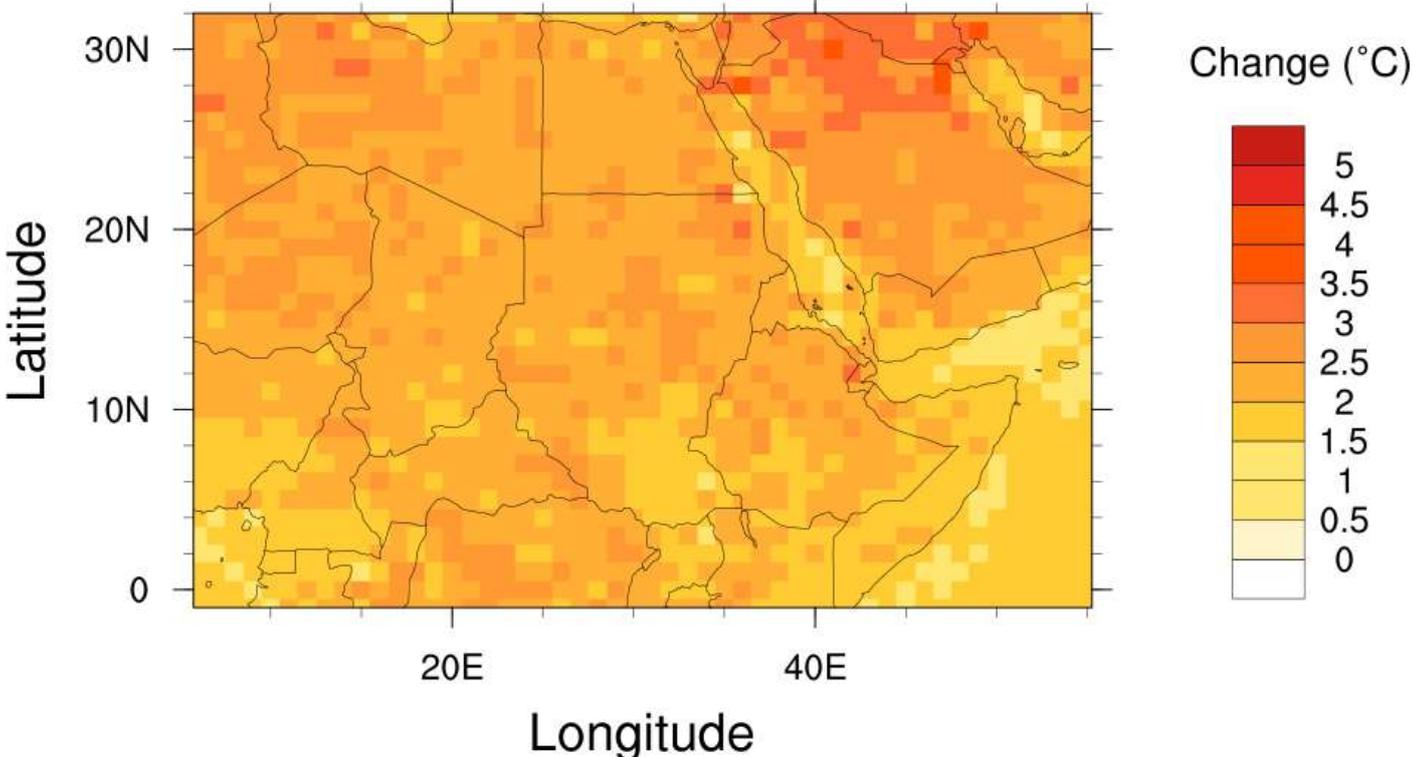
During the 20th century Sudan experienced major droughts. The most devastating ones were in 1913, 1940, and 1954 which covered many parts of the country. In 1913 and 1940, about 1.5 million people were affected. In 1984, 4.5 million people went hungry. Some of the affected people became relief-recipient and less work-oriented. Different tribes responded differently to recurring drought. Insufficient and highly variable annual precipitation is a defining feature of the climate of most of Sudan. Availability analysis of rain fall returned from 1961 to 1990 in northern and southern Kordofan that annual precipitation ranged from 350 to 850 mm, within average annual variation of 65 percent in the northern parts of Northern Kordofan and 15 percent in the southern parts of Southern Kordofan.

Annual variability and relative scarcity of rainfall in the north of Sudan in particular – have a dominant effect of agriculture and food security and are strongly linked to displacement and related conflicts. Drought events also change the ecosystem, as dry spells kill otherwise long-lived trees and result in a general reduction of the vegetation cover, leaving land more vulnerable to overgrazing and erosion. Together with other countries in the Sahel belt, Sudan has suffered a number of long and devastating droughts in the past decades. All regions have been affected, but the worst state, particularly in the Northern Kordofan state, North states, Northern and Western Darfur, and Red Sea and White Nile states. In the case of central Sudan, however, the eighteen recorded years of drought within the last half century are certain to have had a major influence on the vegetation profile and soil conditions seen in 2006 (UMEP, 2007).The vulnerability to drought is partly related to social and development factors such as the tendency to maximize herd sizes rather than herd quality, and the lack of secure water resources such as deep boreholes which can be relied upon during short-term droughts.

The human health sector has clear links to climate variability through both direct exposure as well as indirect pathways. Obviously, negative health impacts come from extreme climate events, such as heat waves, floods and droughts. Gradual changes of climate affecting water, food and air quality also have negative influence on human

Record High Temperature

CMIP5 RCP8.5 Ensemble Projection for 2050



health around the world. Beyond the physical effects are issues related to mental health. Research has shown that increased numbers of extreme events can leave significant fractions of the population with PTSD-like symptoms. Although controversial, studies indicate that there is linkage between rising temperatures and increase in aggression and violence in society (e.g. in Sudan with herders conflicts).

Figure 2: Record high temperature in Sudan for 2050, CMIP5 RCP8.5 Ensemble Projection. Source: Climate Knowledge Portal, World Bank.

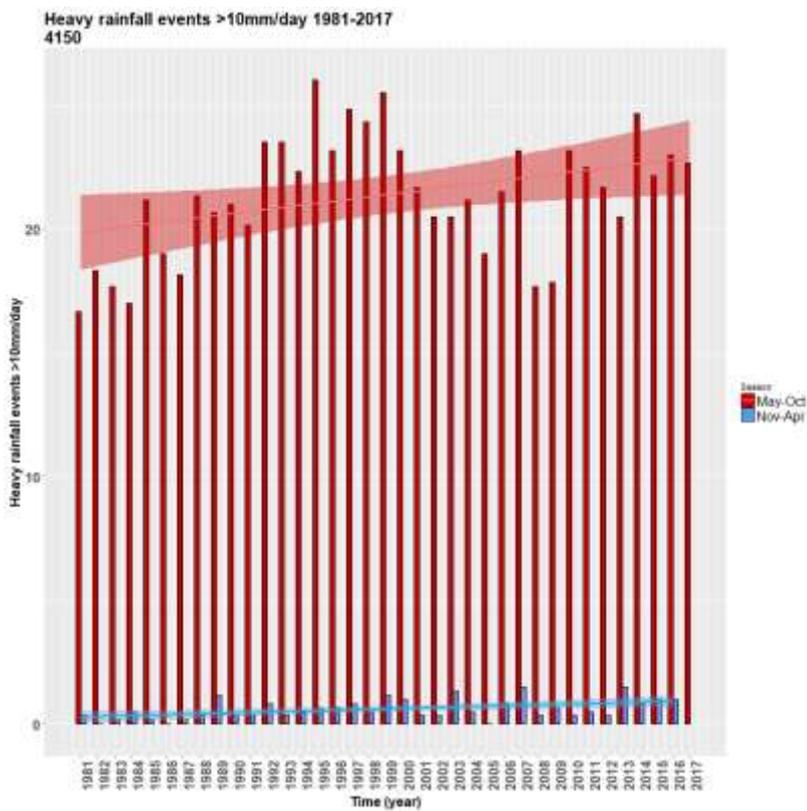
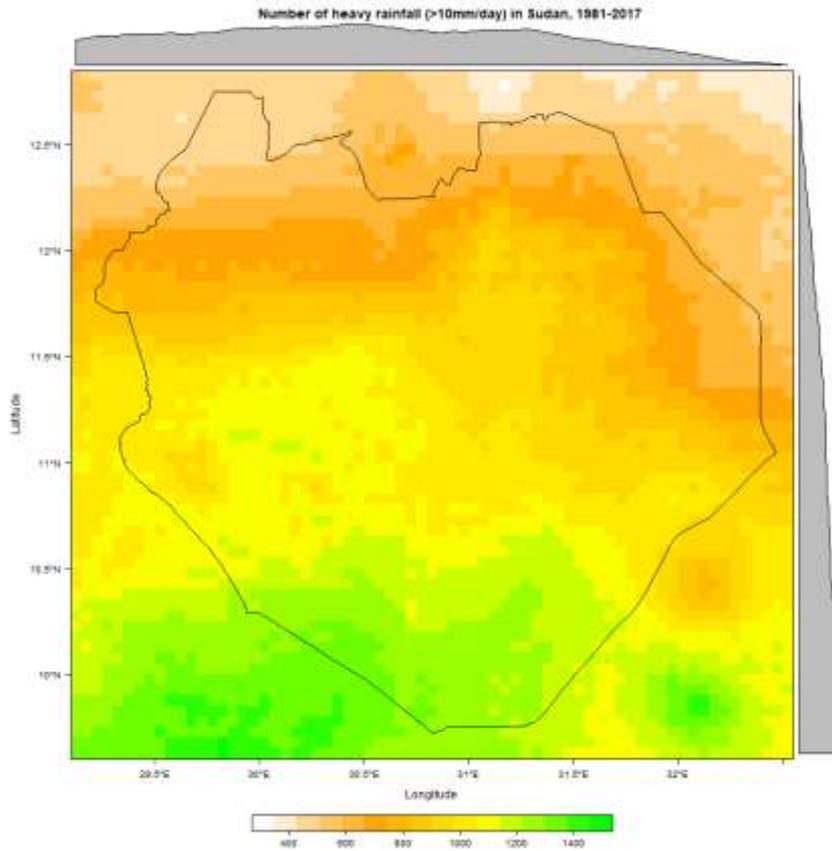
Major challenges are stretching the systems of environmental governance in Sudan. For many years and up to now, the impacts of climate change and variability on natural and productive resources and their unsustainable exploitation are the main cause of proliferation of conflicts over those resources, especially in rain-fed areas away from the banks of the Nile, in Butana. Rapid population growth, shifting cultivation and illegal charcoal production increase deforestation and loss of biodiversity. In addition and directly linked with those practices, drought and flood disasters are often the burden of the population of the Project area, increasing once more soil erosion and land degradation and making the desert creeps over the banks of the main Nile.

By comparing the Population maps to the drought map, a vulnerability map can be

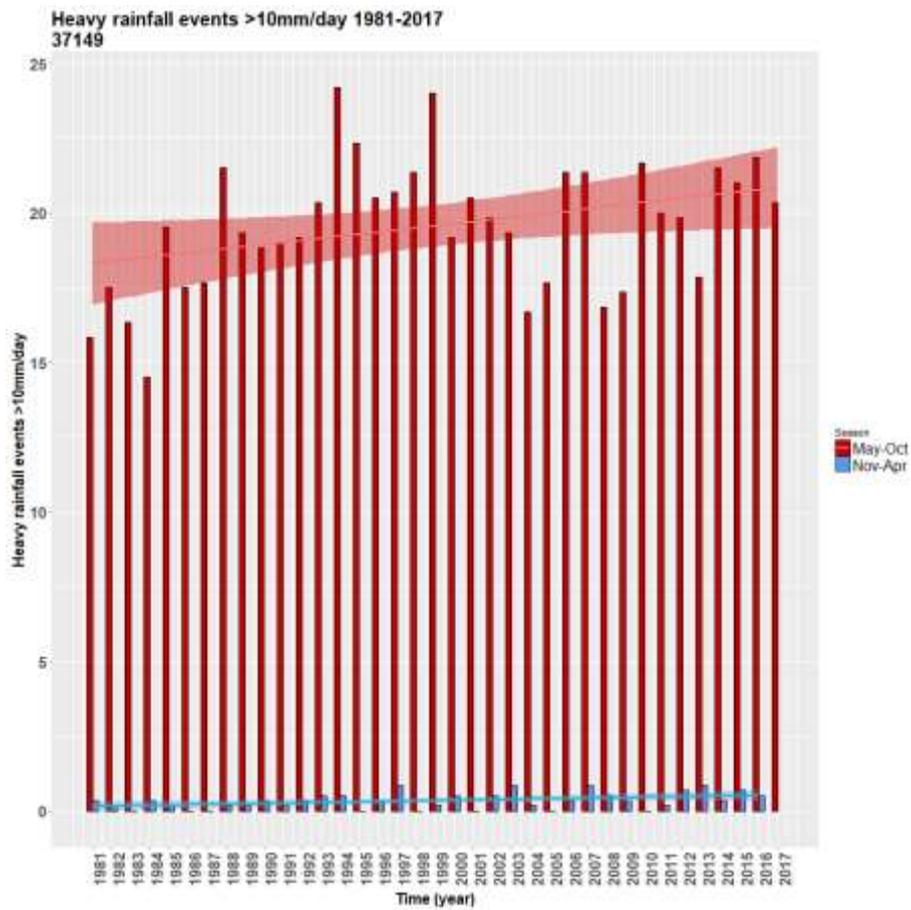
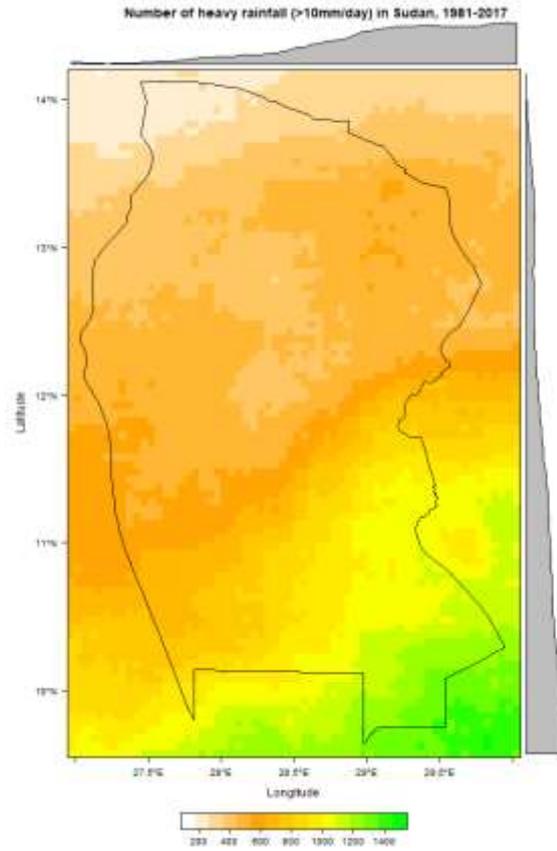
An analysis of the daily heavy rainfall (>20mm/day) since 1981 up to 2017 and its trend by season for each of the project areas gives detailed information about climate related risks and vulnerability.

Sudan Heavy rainfall events and vulnerability maps

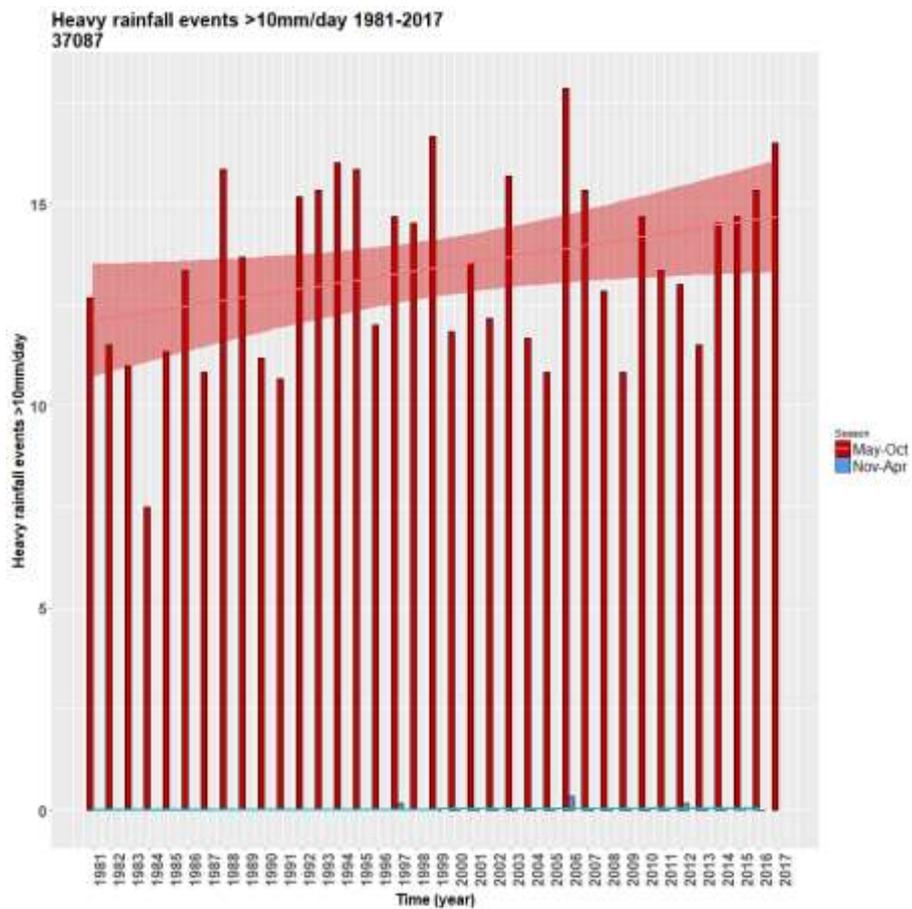
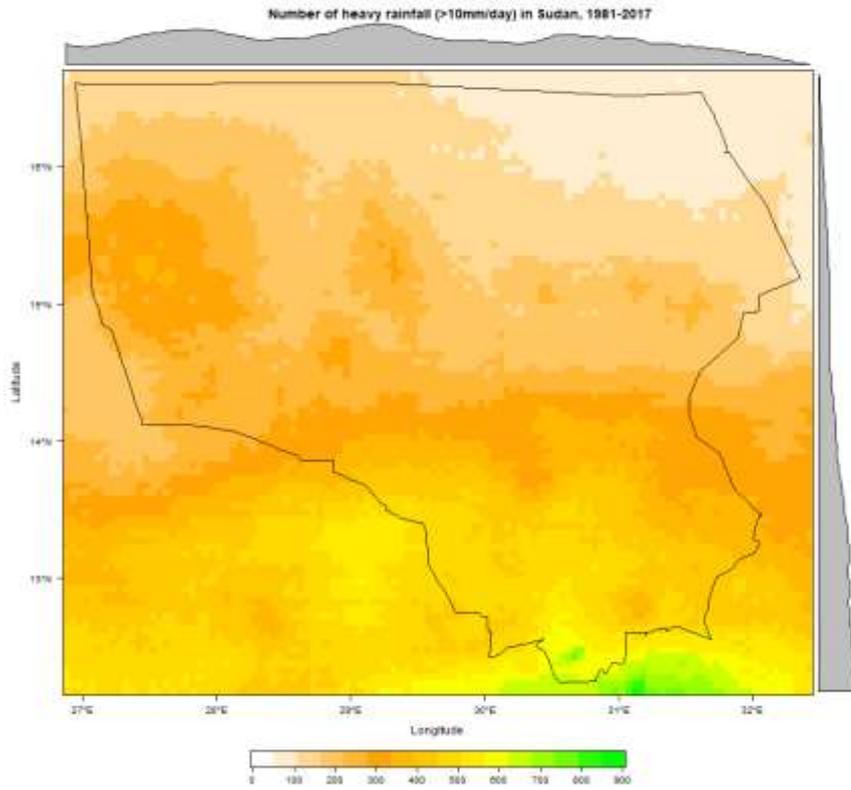
South Kordofan



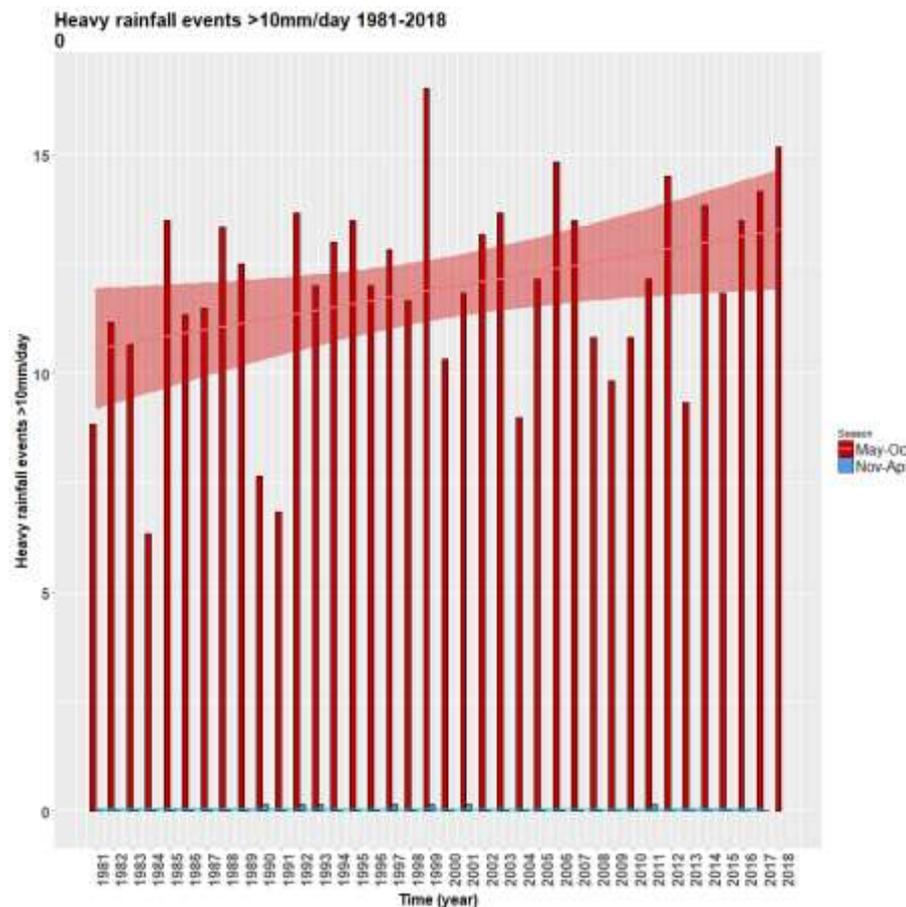
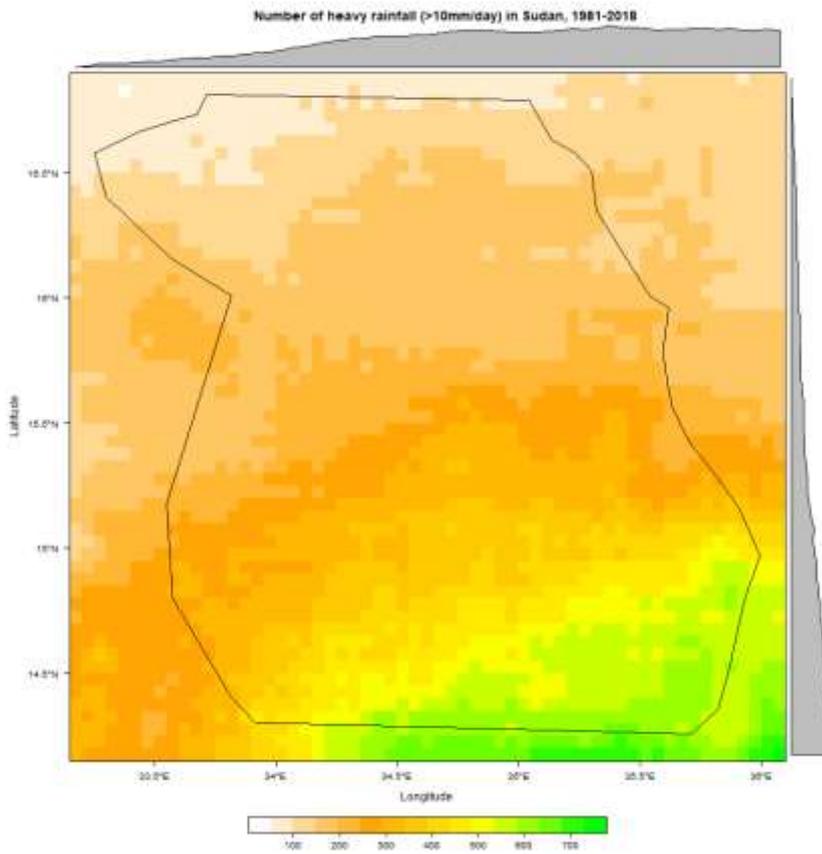
West Kordofan



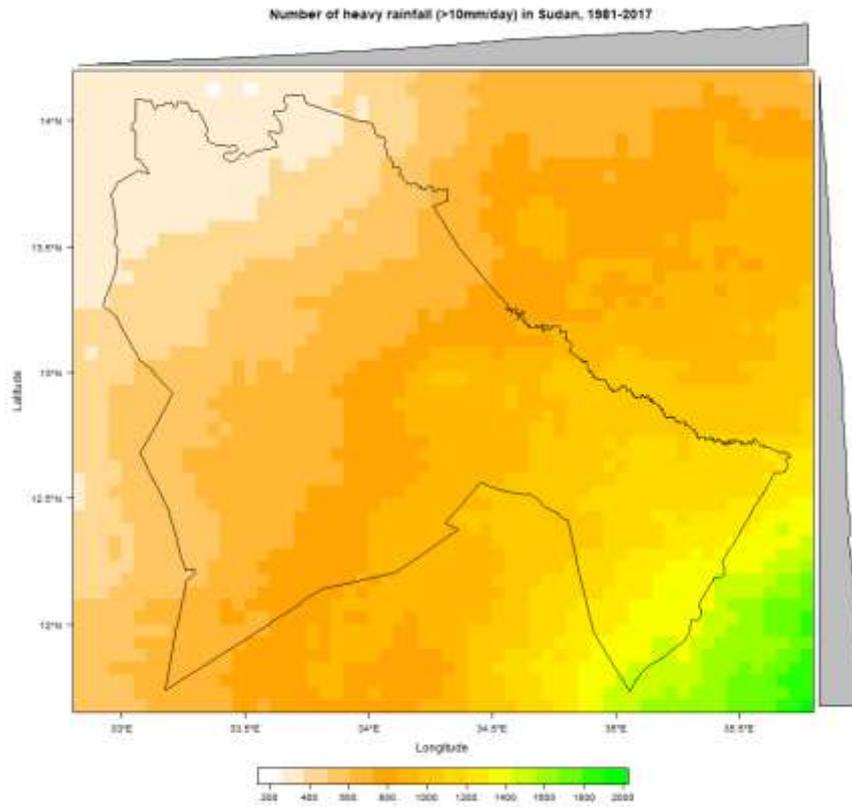
North Kordofan



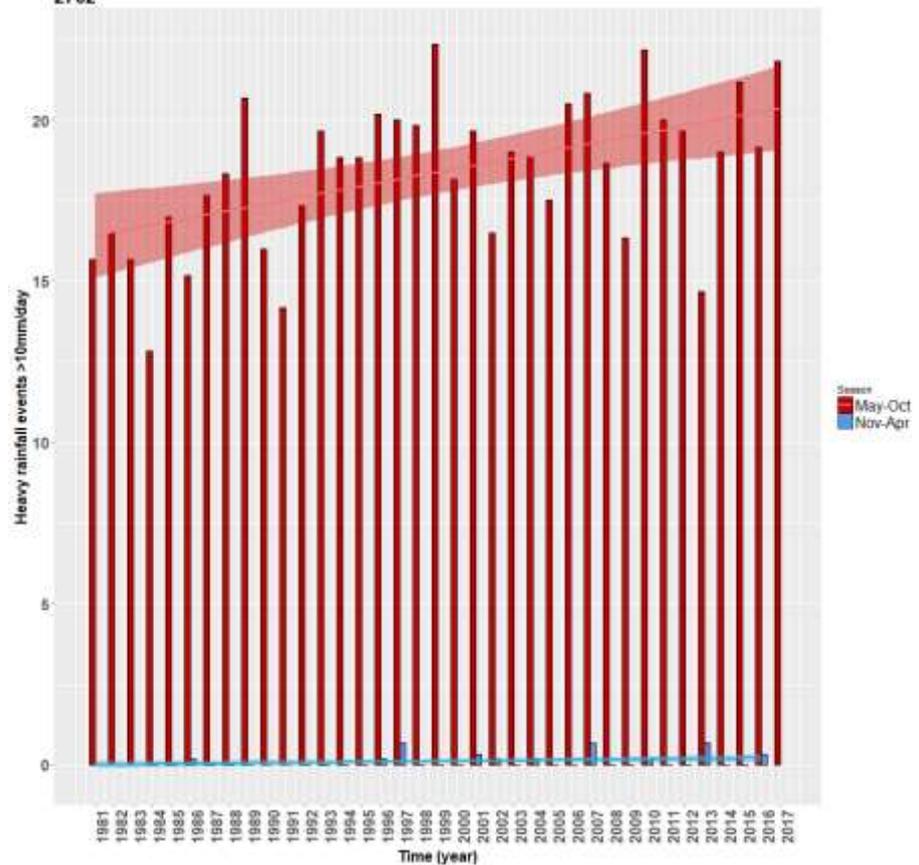
Butana



Sennar



Heavy rainfall events >10mm/day 1981-2017
2762



There is sufficient disseminated evidence to support the following findings:

- Moderate to severe land degradation is ongoing in the desert and semi-arid regions that cover the northern half of Sudan;
- A 50 to 200 km southward shift of the boundary between desert and semi-desert has occurred since rainfall and vegetation records began in the 1930s. This shift, however, has not been well quantified and is based largely on anecdotal evidence and small-scale studies;
- The desert and semi-desert boundaries are expected to continue to shift southwards due to declining precipitation/reliability of precipitation;
- Most of the remaining semi-arid and low rainfall savannah on sand, representing approximately 25 % of Sudan's agricultural land, is at considerable risk of further desertification, to the extent that food production in these regions will at minimum plateau, and more likely continue to drop significantly (i.e. up to 20 % or more); and
- Modelled predictions of a future 70 % drop in food production in Northern Kordofan have already taken place on a smaller scale and on a short-term and local basis, due to reduced rainfall and ongoing land degradation and abandonment. This trend is expected to worsen with time and the predicted result is that in the absence of major changes in agricultural patterns, food insecurity will only increase in these regions.

The area at greatest risk is the previously drought-stricken parts of Northern Kordofan and Khartoum states, and conflict- and drought-stricken Kassala state. Much of the evidence for the above findings is piecemeal, anecdotal and/or based on site-specific data.

Conflict, displacement and food insecurity are three of the most pressing issues facing Sudan, and the main reasons for the current international humanitarian aid effort. Natural and partly manmade disasters such as drought, desertification and floods are major contributing causes to these problems.

Appendix 5.2. Environment and Social Management Plan

The project is applying a resilience model to identify adaptation actions to be supported and develop a scorecard to monitor changes in resilience for project beneficiary households. Indeed, the Project Goal aims at improving food security, incomes and **resilience** of pastoralist, agropastoralist and small crop farmers engaging in joint natural resources (NR) governance and management and development of related businesses in targeted landscapes. Furthermore, one of the key impact indicator is 72,000 HHs (60%) with an increased score in the resilience scorecards.

The population's future well-being in Sudan depends on the resilience of communities, cities and ecosystems, and resilience provides a critical point of integration for adaptation strategies. Building resilience is about the suitable actions taken at present time so that the impact of inevitable shocks and stresses are minimized and the rebound accelerated.

Resilience is the ability to cope with adverse shocks and stresses, and to adapt and learn to live with changes and uncertainty. The 'ability to resist, recover from, or adapt to the effects of a shock or a change'⁴. 'Resilience is a long-term approach, not only focused on the ability to bounce back but also integrating adaptation and transformation while undergoing change'⁵. Indeed, building resilience delivers near-term economic benefits and jobs, while making everyone better prepared when a shock hits. There may be upfront costs to get this done, but money will be saved later: It costs sometimes more to rebuild in the wake of a disaster than to build in a way that can withstand the shock. Resilience can be approached at different levels, such as at the level of agroecosystems or productive territories, countries, communities or families, and facing different crises and shocks.

The programme uses a resilience model focused on vulnerable rural families. This model helps to define the strategies of programme interventions to support the vulnerable rural in improving the management of natural resources and adaptive capacities to climate change. The model followed in the Project is based on an identification and grouping of factors that contribute to the households' capacities to face climate related stresses and shocks, reducing their effects and to recover quickly avoiding persistent adverse effects. The model is explained in more detail in the following figure.

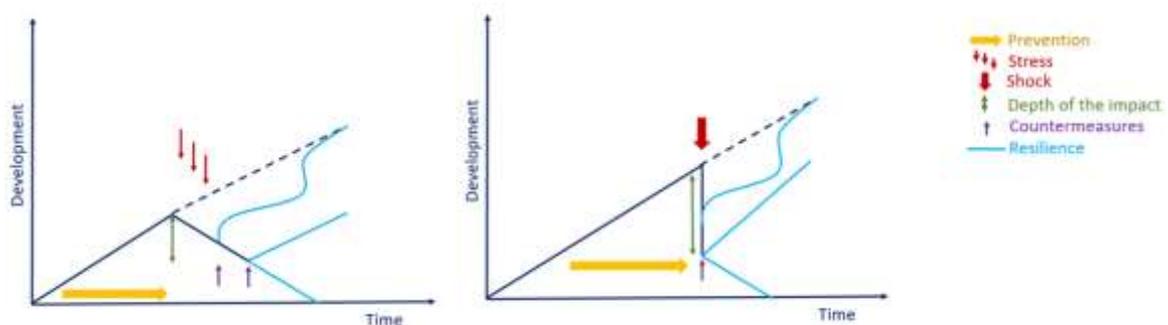


Figure X: Impacts of shocks and stresses on development pathways depending on different levels of resilience

The previous figure illustrates how factors, prevention strategies and associated countermeasures contribute to the resilience of households based on their influence on them:

⁴ IDS, 2012 - Resilience: New Utopia or New Tyranny?

⁵ BC3, 2011 – Multidisciplinary perspectives on urban resilience

- the depth of the impact (in green) that the shocks (graph on the right) and the stresses (graph on the left) have on households;
- the ability of households to recover (in blue) after a shock (graph on the right) and stress (graph on the left).

The depth of the impact depends on factors such as: i) the management of natural resources; ii) diversification of crops, income and means of subsistence; iii) the quality of the diet (health); iv) access by road and transport and other services; v) the quality and location of the assets (infrastructure, fields and equipment); vi) the existence of an early warning system and prevention strategies; vii) membership in social networks and/or producer organizations; viii) the knowledge and skills necessary to understand climate trends, the risks and possible impacts on the means of production and subsistence, and the effectiveness of the available adaptation options.

On the other hand, the capacity and speed of recovery and adjustments depend on factors such as: i) savings; ii) access to credit; iii) insurance (where life, health, home insurance, etc. are generally more important than agricultural insurance); iv) the effectiveness of public (and private) response programs; v) access by road; vi) the ability to access new technologies and adopt them in subsistence activities; and, again, I saw) belonging to social networks and/or producer organizations.

The project will follow this resilience model in every steps of the implementation. Indeed, one of the main considerations for the approval and the adoption of the NRLMPs and NRLIPs by the CDCs and VDCs will be the extent to which they incorporate measures to promote resilience to climate change and prevent environmental degradation. The incorporation of these steps during the implementation stages will result in the sustainability of the benefits to the environment and climate change aspects.

The environmental and social screening that has been presented in the SECAP note has predominantly identified at the concept note and design level, for there to be no or low risks related to the Project. Based on the findings the project has been categorised as a category B project. The full design mission conducted public consultations at the ministerial levels, beneficiary as well as with donor and partner organisations, NGOs, civil society, academia and women and farmer associations operating in Sudan.

Targeting strategy

SNRLP will be implemented in a total of nine States across the Butana region in East, the Sennar Region in the South-East and the Kordofan Region in the West of Sudan. The nine States are the River Nile, Khartoum, Gazira, Gedaref and Kassala States in the Butana region; the Sennar State in the Sennar region and; the North, South and West Kordofan States in the Kordofan region. Additionally, SNRLP will engage with the White Nile and the Blue Nile States in the Sennar region regarding inter-state NR governance and regulatory issues. These States have high incidence of poverty ranging from 26-60% and malnutrition varying from 14-20% (refer PIM, annex 2). The rural communities in the rainfed parts of these States are highly vulnerable to economic shocks as the NR base in these areas is under pressure from increasing population, high usage for livelihoods, lack of regulation, mismanagement, unregulated mechanised farming, incursions of large herds owned by wealthy farmers and CC, leading to drier conditions (refer PIM for more details). These factors have a particularly adverse impact on smallholder farmers, agro-pastoralists and pastoralists whose livelihoods depend on NR. SNRLP will build on and upscale the positive NRM related experiences of mainly three previous IFAD projects (BIRDIP, SUSTAIN and WSRMP) that were active in these regions over the last decade. No activities will be in or close to buffer zones of a national park.

The "Programme area, the geographical targeting" and the "target groups and strategies" are detailed in the Project Implementation Manual (points 2.2 and 2.3 respectively).

Environment and Social Management Plan Matrix

The matrix below presents the Project interventions, identifies the Social, Environmental and Climate risks and vulnerabilities of rural families, and presents the mitigation measure through the activities of the project. It also presents tentative questions proposed for the scorecard to monitor the increase in household resilience (the questions and the weight of each of them will be revised at the Project start-up).

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
Component 1: Scaling up community based NR management and businesses			
<p>Subcomponent 1.1: Community mobilization and NR and land-use management planning</p>	<p>Social:</p> <ul style="list-style-type: none"> • Smallholder farmers, especially women and youth, from poorer, more deprived areas are unaware of the opportunity or lack the knowledge and confidence to apply for grants and other project activities. • Risk of increasing marginalization of pastoralists and conflicts due to unregulated mechanized agriculture, natural resource degradation and climate change. • Land use and registration issues could be worsened by the implementation of an agricultural project. • Lack of focus on smallholder famers, women and youth. • Exclusion of women from decision-making <p>Environmental/Climate:</p> <ul style="list-style-type: none"> • Land use and registration issues could be worsened by the implementation of an agricultural project. • Access to water: risk of elite capture and demand for water infrastructures beyond the actual need of the local 	<p>Social:</p> <ul style="list-style-type: none"> • Mobilizing VDCs and CDC/NECs will consolidate and scale up the development of community institutions already started in previous and on-going IFAD projects. Communities already supported would have VDCs and some have been organized in clusters for the development and implementation of Community Livelihood Adaptation and Sustainability Plans (CLASP – IAMDP) and Cluster Adaptation Plans (CAP - LMRP). • Development of NRLMPs: The programme will support the CDC/NECs in conducting a participatory community and inter community planning process leading to the formulation and ownership of a NRLMP, land registration processes and NR Conflict resolution mechanism. • Development of co-management arrangement for "open access" common areas. Special attention will be given to livestock routs, where relevant, in order to increase mutual benefits and avoid conflicts between 	<p>Score-card:</p> <p>Can you explain how CVC have affected your production activities the last 10 years and how they will be affected in the future? Can you explain what options of adaptation practices and changes in your production system you can and/or may implement to address these risks? Have you participated in any activities for rehabilitation of livestock routs agreed with your community and do you trust it will bring positive benefits? Do you think your community will be able to manage the open access common areas? (why, why not?)</p>

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
	<p>communities, overuse and degradation of the vegetation and land in the surrounding area and conflict over resources may erupt.</p> <ul style="list-style-type: none"> • Lack of knowledge about risks and effects of the Climate Variability and Change and options of adaptation practices • Climatic shock: the main effect of climate change on weather patterns is the increased occurrence of extreme weather events: droughts, flooding in particular. These weather shock can have a direct impact on crops and damage infrastructure. • Risk of depletion of the aquifer and related depletion of rangeland. • Promotion of NR related livelihoods and technologies could have unintended adverse environmental impacts 	<p>the cluster or network communities and pastoralists and agro-pastoralists passing through their area.</p> <ul style="list-style-type: none"> • Formulation of livelihoods investment plans (LIPs) and support of Village Savings and Credit Groups (VSCGs) involving 70% women, NR Livelihood groups (NRLGs) and Vulnerable Women's Groups (VWGs) • Self-targeting will be facilitated through use of gender-sensitive delivery systems (e.g. delivering training at village level), capacity-building tailored to the needs of women, youth and pastoralists and an on-going consultative process with beneficiaries through committees and forums • Women will constitute a minimum of 30% and youth will constitute a minimum of 30% of members of VDCs, interest groups and clusters. In addition women and youth sub-committees will support women and youth representatives in the clusters. • The inclusion of women and youth in forums formed for discussion on NRM will be ensured. The representation of 	

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
		<p>women (50 % and youth (30 %) in NRM forums at locality, State and National level will be ensured.</p> <p>Environmental/Climate:</p> <ul style="list-style-type: none"> • Village Development Committees (VDCs), other relevant community organizations and networks or clusters of VDCs. The objective is to strengthen their organisation in Cluster Development Committees or Network Executive Committees (CDC/NECs) and their land and NR governance systems and institutions. • Establishment of water-points with careful pre-analysis with the communities and the establishment of water and catchment management arrangements. • Sensitization and participatory analysis through the development of NRLMPs of the effects of Climate Variability and Change on productive activities, water and other means of life of families and identification of mitigation practices. • Climate Risk Assessment and Management Plan (CRAMP) will back the NRLMP in each cluster to identify the main environmental and climate 	

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
		<p>risks in a cluster, The CRAMP will be developed as a part of the NRLPMs development process. The CRAMP will influence the CDC/NECs at the time of developing the NR vision for the clusters. It will also highlight the climate risks to be considered (in the NRLMPs) while identifying the interventions for attaining the NR vision of the cluster or network.</p> <ul style="list-style-type: none"> • Each LIP will be backed by a Climate Adaptation Investment and Management Plan (CAIMP). The CLAIMPs will identify the specific climate risk and mitigation measure association with the implementation of the activities defined in each LIP. 	
<p>Subcomponent 1.2: Implementation of NR-based Livelihood Investment Plans.</p>	<p>Social</p> <ul style="list-style-type: none"> • Young and women may not benefit from project professional opportunities. • In the absence of seed capital support, the adoption of innovative technologies and starting up microenterprises (ME) to diversify smallholders' livelihoods is very challenging. • Capital financing for youth and women 	<p>Social</p> <ul style="list-style-type: none"> • Engagement of village youth and young professionals to support extension services to VDCs, CDC/NECs and the various NR and common interest groups and to increase opportunities for youth. The SNRLP will scale up the good experiences of the BIRDIP in engaging youth in supporting programme activities. Also, experience from the BIRDIP shows that the vast 	<p>Score-card:</p> <p>Did you benefit from seed capital support for start-up your business?</p> <p>Does the land developed have sufficient access to water resources (stored in soils and/or cisterns) to cover the needs of the production during the dry season?</p>

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
	<p>may be insufficient to start business in remote and poor areas.</p> <p>Environmental/Climate:</p> <ul style="list-style-type: none"> • Climatic shock: the main effect of climate change on weather patterns is the increased occurrence of extreme weather events: droughts, flooding. These weather shocks can have a direct impact on crops and damage infrastructure. • Insufficient and / or insecure access to land and water for productive activities • Low interest and capacity of smallholders to adopt new climate smart approaches and technologies. • Water is a scarce resource in Sudan. The project could risk to increase water insecurity through increased and unsustainable pressure on limited water resources. • Inappropriate agricultural practices can lead to low and variable productivity (due also to erratic climatic conditions), land degradation, desertification, reduced soil fertility and health-related impacts (water and chemicals). • Community-based practices not 	<p>majority interested and embarking on the YP programme are women. With their presence as articulated and supporting professionals in the villages the YP programme also has a strong impact on the mobilization of women in the villages, change in culture to more openness towards women participation, and accepting women speaking in meetings.</p> <ul style="list-style-type: none"> • Business development support to NR related enterprises to develop the capacity of the groups and individuals to implement the enterprises successfully. • Partnership with MFIs: SNRLP will select partnering financial institutions (PFI) that are ready to provide access to credit to beneficiaries to help them meet the beneficiary contribution needed to access seed capital financing. SNRLP will offer seed capital support for start-up NR based MEs in collaboration with partnering financial institutions (PFIs). The share of the PFIs will be very limited at the beginning and increase gradually to support the growth and scaling up of 	<p>Is your micro business supported by the RELAP MET facility constrained by insufficient access to water? Have you introduced any CA practice to improve the fertility and water storage capacity of your soils? <i>If yes</i> Have you observed any improvement in the yields of your crops by using these practices?</p> <p>Is your land under the developed CA practices under profitable production?</p> <p>Supervision and reporting: The YPs and extension resource persons will assist the VDCs to prepare quarterly reports on the progress of the enterprises supported through seed capital financing. Based on the details of these reports the CDOs conduct regular monitoring of the programme supported</p>

Project Intervention	Social/Environmental/Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
	<p>sustainable, common areas over-used and creating conflicts.</p>	<p>the MEs.</p> <p>Environmental/Climate:</p> <ul style="list-style-type: none"> The project will promote environmentally and climate resilient CA practices, to better manage limited resources and protect soils by, among others, avoiding cultivation of water consuming varieties of crops; supporting the plantation of more trees (forest and horticulture); practicing diversified associate crop production and mulching system; collecting local seed and preservation systems; reintroducing drought tolerant varieties and less water consuming of crops (e.g. Guar). LIPs activities will be eligible within limited NR related investment areas as Rangeland and livestock rearing; Forestland conservation and related businesses; Catchment and water point management; Cropland development and climate adaptation in farming practices; Stock routes management and livelihoods of pastoralists. Interstate and federal intervention is ensured throughout the project activities i) for institutionalizing the 	<p>enterprises. The technical team in the SPCU will also be responsible for monitoring these enterprises during the field visits.</p>

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
		community-based practices and for securing their sustainability and further scaling up; ii) to prevent the lack of governance and degradation of vast areas of rangelands in Sudan which are under an open-access regime (common land) outside the jurisdiction of communities; iii) to prevent the encroachment of the common rangelands and the blocking of the stock routes for use by mechanized farming investments and settled communities.	
Component 2 Improving the institutional framework for upscaling community based NRM			
Subcomponent 2.1: Strengthening of legal and policy frameworks	<p>Social</p> <ul style="list-style-type: none"> • Policies on NR taken at State and Federal level are not appropriate for local context. • Difficulty for locality and civil society organisations to engage in policy formulation and implementation processes at State and Federal level. 	<p>Social</p> <ul style="list-style-type: none"> • Reviews of land and NR governance frameworks, four systematic reviews (one federal and three regional) by independent consultants. • NR consultation fora for policy formulation and implementation, NR consultative forums/multi-stakeholder platforms at Locality, State, Inter-state and Federal levels. • Strategies for NR governance and management and revision of policies and regulations. 	
Subcomponent 2.2: Building	<p>Environmental/Climate:</p> <ul style="list-style-type: none"> • Lack of knowledge on CC risks and CA 	Environmental/Climate:	

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
institutional capacities	<p>practices of the extension and service providers.</p> <ul style="list-style-type: none"> • Lack of research for evidence-based impacts and decision making. • Difficulty to capitalize on previous experience and facilitate scaling up. 	<ul style="list-style-type: none"> • Training for extension and research service providers, institutions staff on CC adaptation and NR governance. Training will be provided to public and private extension service providers and Locality, State and Federal government staff in: community-based NR governance and management and the related roles of the Native Administrations, Localities and States; appropriate investments in sustainable land and NR use; climate risk reduction and climate change adaptation strategies; Development of Land-use zoning maps and related regulations incorporating native administration; GIS; etc. • Linkages will be made to both national and international universities and research institutions to strengthen the capturing and analysis of lessons learnt. • Consolidating capacities for implementation of existing instrument, e.g. the programme will support with training, materials and equipment for the effective use of the land-use map in Sennar for decision making in reforming policies and regulations and for follow-up monitoring. 	

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
		<ul style="list-style-type: none"> • Establishing a framework for revenue generation and reinvestment, the programme will support the relevant government institutions in each region in the establishment of a framework and guidelines for revenue generation for O&M and depreciation costs but also for reinvestment in land and NR use and management by communities. 	

Grievance and Redress Mechanism

The proposed project will utilise the existing IFAD's grievance mechanism to allow affected to raise concerns that the proposed project is not complying with its social and environmental policies or commitments. The consultative process with the community and beneficiaries aims to ensure prevention of grievances that might arise from the project activities. However, if at all, there are any grievances, the below redressal mechanism is proposed:

- Grievance redressal mechanism would be shared with the community during the project inception workshop and subsequent meetings with the beneficiaries
- As part of the grievance redress mechanism, the contact details of the project partners - Cluster Coordinator/ Project Manager would be made available to stakeholders including project beneficiaries and the community. Contact numbers would be displayed at common or predominant places along-with the project details. This is expected to promote social auditing of project implementation. The grievance mechanism will be available to the entire project intervention areas. However, the functionality of the mechanism rests with the beneficiaries considering that the project including the grievance mechanism is envisaged to be a bottom up approach.

Grievances are aimed to be addressed at the field level by the project team which will be the first level of redressal mechanism. If the grievance is not resolved at the field level, it will be escalated to the Project staff and then to IFAD who will be responsible for addressing grievances related to violation of any of the provisions of Environmental and Social Policy of the Adaptation Fund. All grievances received and action taken on them will be put up before the Project staff and Steering committee meetings and will also be included in the progress reports to the NIE for reporting and monitoring purposes.

IFAD has established a complaints procedure to receive and facilitate resolution of concerns and complaints with respect to alleged non-compliance of its environmental and social policies and the mandatory aspects of its Social, Environmental and Climate Assessment Procedures in the context of IFAD-supported projects. The procedure allows affected complainants to have their concerns resolved in a fair and timely manner through an independent process. IFAD may be contacted by e-mail at SECAPcomplaints@ifad.org.



Investing in rural people

Sudan

Sustainable Natural Resources and Livelihoods Programme

Project Design Report

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

Document Date: 15/07/2019

Project No. 2000002105

Report No.

Near East, North Africa and Europe Division
Programme Management Department

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

Description of activity by Category	Description of activity by Component/subcomponent	Unit	Quantity	Cumulative Expenditure (000'EUR)		Financier Rule (2019 and half 2020) EUR 000					
				Plan (18 month)	Actual	IFAD Grant	IFAD Loan	GEF/LCDF Grant	BEN (Cash & In-kind)	Govt.	Private Sector
1. Upscaling community based natural resources management and businesses											
Subcomponent 1.1. "A. Community mobilization and NRM planning"											
CST_EA	Community mobilization and sensitization	per village	200	117,66		94,13	23,53				
T&W_EA	Stakeholder awareness workshops /a	network	20	33,92		27,14	6,78				
CST_EA	Young Professional programme /b	training	18	20,13		16,11	4,03				
T&W_EA	Establishment and strenghtening of VDCs /c	per VDC	350	155,44		118,13	29,53		7,77		
T&W_EA	Establishment of NR clusters/networks /d	cluster	53	582,90		443,01	110,75		29,15		
T&W_EA	Establishment of State NR Cluster/networks stakeholder platforms /e	platforms	1	11,76		8,94	2,23		0,59		
CST_EA	Mapping role of customary institutions in NRM	study	3	9,54		7,64	1,91				
T&W_EA	Strengthen role of customary institutions in NRM	training	2	5,29		4,24	1,06				
CST_EA	Scale up and expand the establishment of co-management mechanism	unit	8	8,24		6,60	1,65				
CST_EA	Scale up co-management at the level of locality /g	locality	4	21,76		15,49	3,87		2,39		
CST_EA	Scale up co-management at the level of State level /h	state	3	15,82		11,27	2,82		1,74		
CST_EA	Natural resource and land-use management plans (NRLMPs)	plan	53	610,88		390,96	97,74	91,63	30,54		
CST_EA	registration/authorization of community forests; hema; community range enclosures; NRLMPs /i	unit	115	123,51				61,75	61,75		
CST_EA	Manual for NRM (water, range, forests, Livestock routes, agriculture and community development)	manual	1	27,64		22,11	5,53				
CW_EA	Construction or rehabilitation of buildings for conflict resolution centres /j	center	2	25,89		18,64	4,66		2,59		
E&M_EA	Equipment and materials for Conflict resolution centers	center	2	22,48		4,61	17,87				
T&W_EA	Training of conflict resolution mediators (Ajaweed)	training	5	58,83		47,06	11,77				

Total of subcomponent 1.1				1.851,71	-	1.236,06	325,73	153,39	136,53	-	-
Subcomponent 1.2. " B. Implementation of Community NRM and Livelihood Investment Plan"											
	1. Stock route management and livelihoods of pastoralists										
CST_EA	Study on Pastoralist	study	3	40,64		32,51	8,13				
E&M_EA	Material for stock route demarcation and rehabilitation	km	225	17,31		13,85	3,46				
CST_EA	Feasibility study for water point construction /k	study	30	159,08		127,27	31,82				
CW_EA	Construction/ rehabilitation of hafirs with solar panels /l	unit	26	2.008,00		1285,12	321,28		401,60		
CW_EA	Construction of sand /rocks dams /m	unit	60	829,14		530,65	132,66		165,83		
CW_EA	Construction of boreholes with solar panels /n	unit	15	1.080,64		691,61	172,90		216,13		
CST_EA	SECAP localities specific ESMP /o	each	18	760,40		577,90	144,48		38,02		
CW_EA	Construction of hand pumps	unit	8	151,62		97,03	28,81		30,32		
T&W_EA	Technical assistance and training (TA&T) for water point management committees /p	session	63	477,45		381,96	95,49				
G&S_EA	Mobile animal health clinics along the livestock routes /q	clinic	5	521,24		416,99	104,25				
T&W_EA	Training of young community animal health workers	training	128	703,90		563,12	140,78				
E&M_EA	Animal health worker start-up kits /r	kit	128	28,17		11,27	2,82				14,09
E&M_EA	Pastoral Field Schools (PFS) for pastoralists groups and communities /c /s	training	8	20,04		14,43	3,61		2,00		
E&M_EA	Small start-up input packages for PFS livelihood activities /t	tend	110	609,68		487,74	121,94				
	2. Rangeland and livestock rearing										
T&W_EA	TA&T of youth rangeland guards /u	person	150	0,31		0,24	0,06				
E&M_EA	Material for rangeland demarcation and fodder production /v	feddan	6.125	177,24		141,79	35,45				
G&S_EA	Support individual fodder production /w	feddan	12.250	354,48		170,15	42,54				141,79
G&S_EA	Rent of machineries for rainwater harvesting structures and fire belts /x	service	300	0,03		0,03	0,01				
E&M_EA	Fence, seeds, water harvesting tools/ machine services for three enclosures /y	feddan	300	88,25		70,60	17,65				
CW_EA	Construction of fodder storage (hay bales) /z	store	70	243,48		116,87	29,22				97,39
	3. Forestland conservation and related businesses										
T&W_EA	Training on NR Conservation related business	training	23	50,63		40,50	10,13				
T&W_EA	TA&T for development of community manual and training of forest youth group /aa	training	45	148,40		118,72	29,68				
E&M_EA	Youth business support - demos of innovative technologies /bb	machinery	20	68,82		55,06	13,76				

E&M_EA	Youth business support - replication of innovative technologies /cc	machinery	58	199,38		95,70	23,93				79,75
C&G_FUNDS	Private sector support to gas stoves	unit	2.650	147,50							147,50
G&S_EA	Forest development group activities (community, forest, agroforestry, etc.)	groups	70	233,04		186,43	46,61				
GRANTS	Initial working start-up money for gas stove revolving schemes for poor households /dd	HH	650	36,18		28,94	7,24				
T&W_EA	Training of women's groups in production of seedlings and operation of tree nurseries, and overall farming practices /ee	training	35	21,37		15,39	3,85		1,07		
CW_EA	Infrastructure for women group farms and nurseries /ff	farms	15	324,31		233,50	58,38		32,43		
CW_EA	Infrastructure for individual women home nurseries /gg	unit	23	51,76		24,84	6,21				20,70
	4. Catchment and water point management										
T&W_EA	TA&T for usage of manual for water management, forest, rangeland and agricultural land /hh	training	19	32,65		26,12	6,53				
CST_EA	Feasibility study for water infrastructure	study	1	33,41		25,39	6,35		1,67		
	5. Cropland and climate adaptation in farming practices										
T&W_EA	TA&T of young community extension/IPM agents in crop farming	training	9	15,07		11,46	2,86		0,75		
T&W_EA	TA&T of farmers groups in climate adaptation in farming practices /ii	session	50	60,88		46,27	11,57		6,09		
CST_EA	Support to IPM agents	number	180	30,19		24,15	6,04				
G&S_EA	Water harvesting for crop production and environmental conservation /jj	feddan	28.125	812,68		390,08	97,52		325,07		
E&M_EA	Construction of Jubraka (women home garden) /kk	package	5.500	766,01		153,20	38,30	268,10			306,40
G&S_EA	Construction of Jubraka (for vulnerable households)	package	2.250	312,10		181,02	51,18	74,90			
	6. Small innovative businesses and training for women, youth and CDCs										
T&W_EA	TA&T for soil work machinery service provider groups and development of operation/business plan /ll	training									
E&M_EA	Soil work machinery for service provider groups /mm	unit	25	267,79		137,11	23,57				107,12
T&W_EA	Vocational training for women and youth /nn	training	50	58,83		47,06	11,77				
T&W_EA	<u>Nutrition training and awareness raising /oo</u>	training	32	44,45		35,56	8,89				
T&W_EA	<u>Training of saving and credit groups and VDCs and subcommittees /pp</u>	training	15	17,65		14,12	3,53				
T&W_EA	<u>TA&T for women and youth groups in small business activities /qq</u>	training	50	58,83		47,06	11,77				
E&M_EA	<u>Start-up inputs for women and youth businesses</u>	tools	750	264,73		211,78	52,95				
CST_EA	<u>Guidelines for revenue generation and reinvestment in land and NRM</u>	manual	1	15,91		12,73	3,18				
T&W_EA	<u>TOT for Business Mentors /rr</u>	workshop	1	17,65		14,12	3,53				

T&W_EA	<u>GALS TOT /ss</u>	training	5	52,95		42,36	10,59				
T&W_EA	GALS NRM & Livelihoods FAIR /tt	unit	-	-							
T&W_EA	<u>Workshop on Targeting, Gender, GALS and M&E /uu</u>	workshop	5	38,69		38,69					
	7. Spot transport improvement for resilience										
CW_EA	Wadi crossings /vv	unit	8	189,00		120,96	30,24		37,80		
CST_EA	Incentive package to partner financial institution	unit	1	498,10		398,48	99,62				
	C. Implementation support investment										
CST_EA	1. Allowances for young professional rural development programme /ww	unit	300	18,01		11,53	1,84		3,60		
	C. Cluster/Network Development support										
CST_EA	Cluster/Network Development Officer	per annum	30	60,65		48,52	12,13				
	B. SPCU Implementation Support										
CST_EA	Forestry Management Officer	per annum	14	16,61		13,29	3,32				
CST_EA	Water Resource and Management Officer	per annum	14	16,61		13,29	3,32				
CST_EA	Rural and Agricultural and Development Officer	per annum	14	16,61		13,29	3,32				
CST_EA	Community Development and Gender Officer	per annum	14	16,61		13,29	3,32				
	A. CPCU Implementation support										
CST_EA	Senior Livelihood Development Expert	per annum	2	3,03		2,43	0,61				
CST_EA	Senior Gender and Community Development Expert	per annum	2	3,03		2,43	0,61				
CST_EA	Senior NRM Expert	per annum	2	3,03		2,43	0,61				
	Total of subcomponent 1.2.			13.294,24	-	8.628,43	2.146,17	343,01	1.262,39	-	914,74
	Sub-Total of Component 1			15.145,95	-	9.864,50		496,39	1.398,91	-	914,74
2. Improving the institutional framework for upscaling community based NRM											
Subcomponent 2.1. "A. Strengthening of the NR legal and policy framework."											
CST_EA	Baseline mapping and assessment of environmental governance and Climate change in project areas	baseline	1	53,03		42,42	10,61				
T&W_EA	Cluster/Network NRM forums /a	forum	30	68,28		54,62	13,66				
T&W_EA	NRM forum at Locality level	forum	0	-		-	-				
T&W_EA	NRM forum at State level	forum	0	-		-	-				
T&W_EA	NRM Sector level forum	forum	0	-		-	-				

T&W_EA	Inter-State NRM forum	forum	0	-		-	-						
CST_EA	Review of existing NRM policies and legal frameworks	study	1	35,30		28,24	7,06						
T&W_EA	initiate a process of negotiating possible legal reforms and harmonization /b	training	0	-		-	-						
CST_EA	Media public awareness activities on NRM targeting communities, legislators, and authorities at local, state and federal levels	campaign	1,5	1,65		1,32	0,33						
CST_EA	Collate and reviews of existing studies and other knowledge products on land NR governance and climate change in Sudan and project areas	study	0,5	14,71		11,77	2,94						
T&W_EA	presentation of findings of reviews in multi-stakeholder platforms at Sector, State and Federal levels and make recommendations	workshop	4,0	47,06		37,65	9,41						
CST_EA	Support to processes for revising policy and legislation at State and Federal level	unit	0	0		-	-						
CST_EA	Policy briefs/notes and knowledge products on NRM at various levels	unit	2,0	7,06		5,65	1,41						
CST_EA	Map/review locality land use plans	plan	5,0	84,33		67,46	16,87						
T&W_EA	Present results of mapping in multi stakeholder workshops at different levels	workshop	0	-		-	-						
T&W_EA	Establishment of savings groups, and NR livelihood groups and vulnerable women group /c	baseline	1.925	427,24		341,79	85,45						
CST_EA	development of LIPs (livelihood investment plan)	unit	750	255,90		204,72	51,18						
	Expansion of existing early warning systems to SNRLP beneficiaries	unit	53500	59,39				59,39					
Total of subcomponent 2.1.				1.053,94		-	795,64	198,91	59,39		-	-	-
Subcomponent.2.2 "B. Building of institutional capacities"							-						
CST_EA	Facilitate Implementation of NRGF -Butana	baseline	7,5	13,24		10,59	2,65						
E&M_EA	Equipment and materials for implementation of Sennar land use map	unit	1,0	78,19		62,55	15,64						
T&W_EA	BDF Role in NRM and implementation of NRGF	training	2,5	5,88		4,71	1,18						
G&S_EA	Integrated community development centers at the cluster level	center	20,0	56,45		36,13	9,03		11,29				
T&W_EA	Environmental, social impacts climate change Training	training	1,5	82,44		65,95	16,49						
G&S_EA	Network local Exchange Visits and Learning Routes /c	baseline	10,0	17,65		14,12	3,53						
G&S_EA	International Exchange Visits and Learning Routes for selected project staff and networks leaders and relevant line ministry representatives /d	baseline	0,5	47,06		37,65	9,41						
T&W_EA	Training of public and private extension service providers	training	7,5	8,24		6,60	1,65						
T&W_EA	GIS Training /e	training	10,0	335,57		268,46	67,11						
E&M_EA	Materials and Equipment /f	unit	75,0	40,11		32,09	8,02						
G&S_EA	Operationalization of the 2015 Range and Pasture Law	campaign	50,0	55,93		44,74	11,19						
T&W_EA	Institutional capacity building on NRM related laws, policies, regulation and enforcement /g	training	1,5	7,06		5,65	1,41						

CST_EA	Community land mapping and registration process in Gedarif State	session	0,5	29,42		23,53	5,88				
G&S_EA	Constitute and facilitate state level apex for NR networks /h	unit	0	-		-	-				
G&S_EA	Constitute and capacitate multi-level task forces for following, evaluation and monitoring of the agreed upon issues during the forums /i	session	0	-		-	-				
G&S_EA	Constitute and capacitate inter-ministerial committees at state level	session	10,0	11,77		9,41	2,35				
G&S_EA	Constitute land and NR governance working groups	session	0	-		-	-				
T&W_EA	Training for locality, state, and federal government staff on community-based NR and land governance	training	75	123,66		98,93	24,73				
T&W_EA	Training package for locality, state, and federal government staff on M&E, KM, Legislations, etc.	training	75	123,66		98,93	24,73				
G&S_EA	Foster linkage and partnership with research and training institutions and related international institutions and centers engaging in NR and land governance research	session	7,5	8,24		6,60	1,65				
T&W_EA	Training of community-based institutions on NRM and Governance based on NR Manual	training	37,5	82,44		65,95	16,49				
T&W_EA	Training of community institutions on the established framework and guidelines for revenue generation and reinvestment in land and natural resource use and management	training	37,5	82,44		65,95	16,49				
CST_EA	Institutional Capacity Assessment of the relevant line ministries and department at federal, state and locality level	study	1	42,42		33,94	8,48				
	II. Recurrent Costs					-	-				
CST_EA	State Policy Officer	per annum	14	14,24		11,39	2,85				
CST_EA	Regional Policy Officer	per annum	5	5,54		4,43	1,11				
	Total of subcomponent 2.2.			1.271,66	-	1.008,30	252,08	-	11,29	-	-
	Total of Component 2			2.325,61	-	1.803,94	450,98	59,39	11,29	-	-
3. Project management and Coordination Unit											
Component 3." Project Management and Coordination Unit"											
	A. Investment Costs										
	1. Investment Costs										
CST_EA	Project Start up Workshop	unit	1	32,61		26,09	6,52				
CST_EA	Baseline study	study	1	13,98		11,18	2,80				
CST_EA	Develop KM Strategy and Communication Strategy	unit	1	4,66		3,73	0,93				
CST_EA	Refine and update the PIM	unit	1	4,66		3,73	0,93				
CST_EA	Annual Review and Planning Workshop	unit	2	7,24		5,79	1,45				
CST_EA	Mid Term Review	unit	-	-		-	-				

CST_EA	Project Completion Report	unit	-	-	-	-				
CST_EA	Supervision by CPCU, SPCU, IFAD and Govt.	unit	2	14,49	11,59	2,90				
CST_EA	Annual Audit	unit	2	10,14	8,11	2,03				
CST_EA	Accounting Software	unit	1	80,94	64,76	16,19				
	2. Vehicles for CPCU		-	-	-	-				
G&S_EA	Station wagon	unit	1	44,46	35,57	8,89				
G&S_EA	Hard top	unit	3	120,05	96,04	24,01				
G&S_EA	Double cab	unit	2	80,03	64,03	16,01				
	3. Vehicles for SPCU		-	-	-	-				
G&S_EA	Hard top	unit	9	360,15	288,12	72,03				
G&S_EA	Double cab	unit	11	440,18	352,15	88,04				
	4. Vehicles for Cluster development team		-	-	-	-				
G&S_EA	Double cab	unit	20	800,33	640,27	160,07				
G&S_EA	Motorbikes	unit	20	22,62	18,10	4,52				
	5. Equipment and Office Furnishing for CPCU		-	-	-	-				
E&M_EA	Generator	unit	1	9,15	7,32	1,83				
E&M_EA	Photocopier	unit	1	3,20	2,56	0,64				
E&M_EA	PC	unit	12	16,48	13,18	3,30				
E&M_EA	Other furniture	unit	1	18,31	14,64	3,66				
	6. Equipment and Office Furnishing for SPCU		-	-	-	-				
E&M_EA	Generator	unit	9	82,38	65,90	16,48				
E&M_EA	Photocopier	unit	9	28,83	23,07	5,77				
E&M_EA	PC	unit	101	138,67	110,93	27,73				
E&M_EA	Other furniture	unit	9	123,56	98,85	24,71				
	7. Equipment for Cluster Development Team		-	-	-	-				
E&M_EA	Other office furnishing	unit	9	123,56	98,85	24,71				
	8. Training for CPCU and SPCU Staff		-	-	-	-				
T&W_EA	Training for CPCU and SPCU Staff (external)	per annum	2	48,29	38,63	9,66				

T&W_EA	Training for CPCU and SPCU Staff (internal)	per annum	2	47,08		37,66	9,42				
	A. CPCU Salaries and Allowances		-	-		-	-				
	1. Salaries		-	-		-	-				
S&A_EA	Project Director	per annum	2	50,63		40,51	10,13				
S&A_EA	Financial Manager	per annum	2	33,23		26,58	6,65				
S&A_EA	Senior Project Accountant	per annum	2	26,93		21,54	5,39				
S&A_EA	Senior M&E Expert	per annum	2	36,40		29,12	7,28				
S&A_EA	Senior KM and Communication Expert	per annum	2	23,74		18,99	4,75				
S&A_EA	Senior Procurement Expert	per annum	2	25,31		20,25	5,06				
S&A_EA	Central Procurement Assistant	per annum	2	19,01		15,21	3,80				
S&A_EA	Central Accounts Assistant	per annum	2	22,14		17,71	4,43				
S&A_EA	Senior Internal Auditor	per annum	2	20,57		16,46	4,11				
S&A_EA	Internal Auditor (from external firm) /a	per annum	2	20,57		16,46	4,11				
S&A_EA	Central Administrative Assistant	per annum	2	15,82		12,66	3,16				
S&A_EA	Drivers	per annum	9	37,97		30,38	7,59				
S&A_EA	Cleaners	per annum	3	9,49		7,59	1,90				
S&A_EA	Guards	per annum	3	9,49		7,59	1,90				
	2. Staff Allowances		-	-		-	-				
S&A_EA	Field and Travel Allowances	per annum	2	31,64		25,31	6,33				
	B. SPCU Salaries and Allowances		-	-		-	-				
	1. Salaries		-	-		-	-				
S&A_EA	State Coordinator	per annum	14	227,84		182,27	45,57				
S&A_EA	M&E , KM and Innovation Officer	per annum	14	199,36		159,49	39,87				
S&A_EA	State Accounts Officer	per annum	14	170,88		136,70	34,18				
S&A_EA	Regional Accountant	per annum	5	64,80		51,84	12,96				
S&A_EA	State Procurement Officer	per annum	14	170,88		136,70	34,18				
S&A_EA	State Administrative and Accounts Officer	per annum	14	142,40		113,92	28,48				

S&A_EA	Drivers	per annum	36	151,89		121,51	30,38				
S&A_EA	Cleaners	per annum	20	61,71		49,37	12,34				
S&A_EA	Guards	per annum	20	61,71		49,37	12,34				
S&A_EA	Field and Travel Allowances	per annum	2	79,11		63,29	15,82				
	2. Staff Allowances		-			-	-				
S&A_EA	Field and Travel Allowances	per annum	2	18,00		14,40	3,60				
	C. Operating Costs		-	-		-	-				
O&M_EA_	Electricity and water	per annum	2	14,49		11,59	2,90				
O&M_EA_	Vehicles O&M	per annum	2	18,11		14,49	3,62				
O&M_EA_	Equipment and generator operations and maintenance	per annum	2	7,24		5,79	1,45				
O&M_EA_	Guest house and office rent	per annum	2	46,35		37,08	9,27				
O&M_EA_	Stationery, communication and contingencies	per annum	2	14,49		11,59	2,90				
O&M_EA_	Accounting Software Maintenance	per annum	2	11,87		9,49	2,37				
Total of Component 3.				4.520,12	-	3.616,10	904,02	-	-	-	-
Grand Total of the Project				21.991,68	-	15.284,53		555,79	1.410,20	-	914,74



Investing in rural people

Sudan

Sustainable Natural Resources and Livelihoods Programme

Project Design Report

Annex 7: Procurement Plan for first 18 months

Document Date: 15/07/2019
Project No. 2000002105
Report No.

Near East, North Africa and Europe Division
Programme Management Department

Annex 7: Procurement Plan for first 18 months

Bid Package Ref.	Description	Unit	Quantity	Total Cost (EUR)	Procurement Method	Prior Review	Start Date	Bid Opening Date	End Date	Responsible Entity	Remarks
1. Civil Works											
1.1	Construction of wadi crossings	Unit	5	94,406	NCB	Yes	Nov-19	Dec-19	Jun-20	CPMU/CCU	The process will start in 2019, but implementation will be in 2020
1.2	Construction or rehabilitation of conflict resolution centres	Centre	2	25,885	NS (CP)	No	Nov-19	Nov-19	Dec-19	Comm/SPIU	
1.3	Construction and rehabilitation of hafirs with solar panels	Unit	20	1,845,889	NS (CP)	No	Dec-19	Dec-19	May-20	Comm/SPIU	Procurement process is expected to be carried out by clusters/communities (since there is need to training of communities, it is not possible in 2019)
1.4	Construction and rehabilitation of hafirs with solar panels	Unit	15	1,384,417	NS (CP)	No	Dec-19	Dec-19	May-20	Comm/SPIU	Procurement process will be carried out by clusters/communities
1.5	Construction of sand/rock dams	Unit	70	932,131	NS (CP)	No	Nov-19	Nov-19	Apr-20	Comm/SPIU	Procurement process is expected to be carried out by clusters/communities (since there is need to training of communities, it is not possible in 2019)
1.6	Construction of sand/rock dams	Unit	15	199,742	NS (CP)	No	Nov-19	Nov-19	Apr-20	Comm/SPIU	Procurement process will be carried out by clusters/communities
1.7	Construction of boreholes with solar panels	Unit	10	693,026	NS (CP)	No	Jan-20	Jan-20	Mar-20	Comm/SPIU	Procurement process is expected to be carried out by clusters/communities (since there is need to training of communities, it is not possible in 2019)
1.8	Construction of boreholes with solar panels	Unit	8	554,420	NS (CP)	No	Jan-20	Jan-20	Mar-20	Comm/SPIU	Procurement process will be carried out by clusters/communities
1.9	Construction of hand pumps	Unit	5	94,761	NS (CP)	No	Dec-19	Dec-19	Apr-20	Comm/SPIU	Procurement process is expected to be carried out by clusters/communities (since there is need to training of communities, it is not possible in 2019)

1.10	Construction of hand pumps	Unit	3	56,856	NS (CP)	No	Dec-19	Dec-19	Apr-20	Comm/SPIU	Procurement process will be carried out by clusters/communities
1.11	Construction of fodder storage facilities	Store	30	101,925	NS (CP)	No	Nov-19	Nov-19	Mar-20	Comm/SPIU	Procurement process is expected to be carried out by clusters/communities (since there is need to training of communities, it is not possible in 2019)
1.12	Construction of fodder storage facilities	Store	50	169,875	NS (CP)	No	Nov-19	Nov-19	Mar-20	Comm/SPIU	Procurement process will be carried out by clusters/communities
1.13	Infrastructure for women groups farms/nursuries	Farm	10	205,096	NS (CP)	No	Nov-19	Nov-19	Mar-20	Comm/SPIU	Procurement process is expected to be carried out by clusters/communities (since there is need to training of communities, it is not possible in 2019)
1.14	Infrastructure for women groups farms/nursuries	Farm	8	164,077	NS (CP)	No	Nov-19	Nov-19	Mar-20	Comm/SPIU	Procurement process will be carried out by clusters/communities
1.15	Infrastructure for individual women home nurseries	Unit	20	43,947	NS (CP)	No	Nov-19	Nov-19	Mar-20	Comm/SPIU	Procurement process is expected to be carried out by clusters/communities (since there is need to training of communities, it is not possible in 2019)
1.16	Infrastructure for individual women home nurseries	Unit	10.00	21,973	NS (CP)	No	Nov-19	Nov-19	Mar-20	Comm/SPIU	Procurement process will be carried out by clusters/communities
1.17	construction of clusters integrated development centres	Centre	20.00	56,448	NS (CP)	No	Feb-20	Feb-20	Apr-20	Comm/SPIU	Procurement process will be carried out by clusters/communities
	Total civil works			6,644,875							
2. Vehicles, Equipment and Others											
2.1 Vehicles											
2.1.1	Supply of 4WD station wagon vehicles	Unit	1.0	44,469	ICB	Yes	Dec-19	Jan-20	Apr-20	CPMU/CCU	Procurement process will be carried out by CPMU/CCU (ICB not possible in 2019)
2.1.2	Supply of 4WD hard-top vehicles	Unit	12.0	480,265	ICB	Yes	Dec-19	Jan-20	Apr-20	CPMU/CCU	Procurement process will be carried out by CPMU/CCU (ICB not possible in 2019)
2.1.3	Supply of 4WD double cabin vehicles	Unit	33.0	1,320,727	ICB	Yes	Dec-19	Jan-20	Apr-20	CPMU/CCU	Procurement process will be carried out by CPMU/CCU (ICB not possible in 2019)

											not possible in 2019)
2.1.4	Supply of veterinary mobile clinic	Clinic	5.0	521,235	ICB	Yes	Dec-19	Jan-20	Apr-20	CPMU/CCU	Procurement process will be carried out by CPMU/CCU (ICB not possible in 2019)
2.1.5	Supply of motor bikes	Unit	20.0	22,626	NCB	Yes	Dec-19	Jan-20	Apr-20	CPMU/CCU	Procurement process will be carried out by CPMU/CCU (preferable in 2020)
2.1.6	Soil work machinery for service provider groups	Unit	25.0	267,790	NCB	Yes	Dec-19	Jan-20	Apr-20	CPMU/CCU	Procurement process will be carried out by CPMU/CCU (preferable in 2020)
	Total vehicles			2,657,112							
2.2 Equipment											
2.2.1	Supply of power generating sets	Set	10.0	91,585	NCB	Yes	Oct-19	Nov-19	Dec-19	CPMU/CCU	
2.2.2	Supply of multi-purpose printer/photocopier	Unit	10.0	32,055	NCB	Yes	Oct-19	Nov-19	Dec-19	CPMU/CCU	
2.2.3	Supply of personal computers	Unit	113.0	155,237	NCB	Yes	Oct-19	Nov-19	Dec-19	CPMU/CCU	
2.2.4	Materials and Equipment (GPSs, Pca for component 2)	Unit	75.0	40,110	NCB	Yes	Oct-19	Nov-19	Dec-19	CPMU/CCU	
	Total equipment			318,988							
2.3 Furniture and other equipment											
2.3.1	Supply of office furniture (CPCU)	Set	1.0	18,317	NCB	Yes	Oct-19	Nov-19	Dec-19	CPMU/CCU	
2.3.2	Supply of office furniture (SPIU & Clusters)	Set	18.0	247,281	NCB	Yes	Oct-19	Nov-19	Dec-19	CPMU/CCU	
2.3.3	Supply of equipment for conflict resolution centres	Centre	2.0	22,478	NS	No	Feb-20	Feb-20	Mar-20	SPIU/CPCU	
2.3.4	Supply of materials for stock route demarkation	Km	225.0	17,313	NS (CP)	No	Jan-20	Jan-20	Mar-20	Comm/SPIU	Procurement process will be carried out by clusters/communities
2.3.5	Supply of animal workers starter kit	kit	158.0	33,938	NS (CP)	No	Jan-20	Jan-20	Mar-20	Comm/SPIU	Being attached to young service providers, it is expected to in 2020
2.3.6	Supply of small input package for PFS	Tend	150.0	801,789	ICB	Yes	Dec-19	Jan-20	Apr-20	CPMU/CCU	Procurement process will be carried out by CPMU/CCU (ICB not possible in 2019)
2.3.7	Equipment and materials for implementing Sennar land use map	Unit	1.0	78,185	NCB	Yes	Oct-19	Nov-19	Dec-19	CPMU/CCU	

	Total furniture & equipment			1,219,302							
2.4 Other materials & non-consulting services											
2.4.1	Materials for range land demarcation	Fed	3,300.0	91,585	NS (CP)	No	Nov-19	Nov-19	Dec-19	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.2	Materials for range land demarcation	Fed	4,575.0	126,971	NS (CP)	No	Jan-20	Jan-20	Feb-20	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.3	Provision of fencing, seeds, tools/machine rental for fodder inclosures	Fed	300.0	88,246	NS (CP)	No	Feb-20	Feb-20	Mar-20	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.4	Machine rental for water harvesting and fire belt construction	Service	300.0	33	NS (CP)	No	Jan-20	Jan-20	Feb-20	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.5	Youth business support (innovative technologies - demos)	Mechinery	10.0	32,626	NS (CP)	No	Nov-19	Nov-19	Dec-19	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.6	Youth business support (innovative technologies - demos)	Mechinery	15.0	48,938	NS (CP)	No	Feb-20	Feb-20	Mar-20	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.7	Youth business support (innovative technologies replication)	Mechinery	74.0	244,692	NS (CP)	No	Mar-20	Mar-20	May-20	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.8	Initial working capital for poor HH gas stove revolving schemes	HH	200.0	11,132	NS (CP)	No	Nov-19	Nov-19	Dec-19	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.9	Initial working capital for poor HH gas stove revolving schemes	HH	700.0	27,829	NS (CP)	No	Feb-20	Feb-20	Mar-20	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.10	Support individual fodder production	Fed	6,000.0	166,519	NS (CP)	No	Oct-19	Oct-19	Dec-19	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions

2.4.11	Support individual fodder production	Fed	9,750.0	270,593	NS (CP)	No	Jan-20	Jan-20	Mar-20	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.12	Support to IPM agents	Number	60.0	10,062	NS (CP)	No	Oct-19	Oct-19	Dec-19	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.13	Support to IPM agents	Number	120.0	20,124	NS (CP)	No	Feb-20	Feb-20	Mar-20	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.14	Water harvesting for crop production and environmental conservation	Fed	15,000.0	416,734	NS (CP)	Yes	Nov-19	Nov-19	Dec-19	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.15	Water harvesting for crop production and environmental conservation	Fed	20,625.0	573,009	NS (CP)	No	Feb-20	Feb-20	Apr-20	Comm/SPIU	Procurement process will be carried out by clusters/communities selected for programme interventions
2.4.16	Construction of Jubraka (women home garden)	Package	5,600.00	265,856	NS (CP)	Yes	Oct-19	Oct-19	Dec-19	Comm/SPIU	Procurement process will be carried out by clusters/communities
2.4.17	Construction of Jubraka (women home garden)	Package	8,400.00	406,034	NS (CP)	No	Feb-20	Feb-20	Apr-20	Comm/SPIU	Procurement process will be carried out by clusters/communities
2.4.18	Construction of Jubraka (for vulnerable households)	Package	2,000.00	268,376	NS (CP)	Yes	Oct-19	Oct-19	Dec-19	Comm/SPIU	Procurement process will be carried out by clusters/communities
2.4.19	Construction of Jubraka (for vulnerable households)	Package	3,500.00	469,658	NS (CP)	No	Feb-20	Feb-20	Apr-20	Comm/SPIU	Procurement process will be carried out by clusters/communities
2.4.20	Start-up inputs for women and youth businesses	tools	750.0	264,731	NS (CP)	Yes	Mar-20	Mar 20	May-20	Comm/SPIU	Procurement process will be carried out by clusters/communities
	Total other materials & non-consulting services			3,803,746							
3. Training											
3.1	Conduct stakeholders orientation workshop	Network	20.0	31,800	NS	No	Nov-19	Nov-19	Dec-19	CPMU/SPIU	
3.2	Conduct young professionals training	Training	9.0	10,067	NS	No	Nov-19	Nov-19	Dec-19	CPMU/SPIU	

3.3	Conduct young professionals training	Training	9.0	10,067	NS	No	Jan-20	Jan-20	Feb-20	CPMU/SPIU	
3.4	Establishment and strengthening VDCs	VDC	150.0	66,617	NS	Yes	Dec-19	Dec-19	Jan-20	CPMU/SPIU	
3.5	Establishment and strengthening VDCs	VDC	200.0	88,822	NS	Yes	Jan-20	Jan-20	Feb-20	CPMU/SPIU	
3.6	Establishment of NR clusters	Cluster	23.0	252,958	NS	Yes	Nov-19	Nov-19	Dec-19	CPMU/SPIU	
3.7	Establishment of NR clusters	Cluster	30.0	329,946	NS	Yes	Feb-20	Feb-20	Mar-20	CPMU/SPIU	
3.8	Establishment of state NR clusters stakeholders	Platform	1.0	11,760	IC	No	Mar-20	Mar-20	Apr-20	CPMU/SPIU	
3.9	Strengthen role of customary institutions in NRM	Training	2.0	5,295	IC	No	Mar-20	Mar-20	Apr-20	CPMU	
3.10	Training of conflict resolution mediators (Ajaweed)	Training	5.0	58,831	IC	Yes	Feb-20	Feb-20	Apr-20	CPMU	
3.11	TA and training (TA&T) for water point management committees	Training	25.0	187,182	CQS	Yes	Oct-19	Nov-19	Dec-19	CPMU/SPIU	
3.12	TA and training (TA&T) for water point management committees	Training	50.0	374,364	CQS	Yes	Jan-20	Feb-20	Apr-20	CPMU/SPIU	
3.13	Training of young community animal health workers	Training	68.0	364,954	IC	Yes	Oct-19	Oct-19	Dec-19	CPMU	
3.14	Training of young community animal health workers	Training	90.0	483,028	IC	Yes	Jan-20	Jan-20	Mar-20	CPMU	
3.15	Pastoral Field Schools (PFS) for pastoralists groups and communities	Training	8.0	20,045	IC	No	Oct-19	Oct-19	Dec-19	CPMU	
3.16	TA&T of youth rangeland guards	Training	150.0	306	IC	No	Oct-19	Oct-19	Nov-19	CPMU/SPIU	
3.17	Training on NR Conservation related business	Training	10.0	22,011	IC	No	Nov-19	Nov-19	Dec-19	CPMU/SPIU	
3.18	Training on NR Conservation related business	Training	23.0	28,615	IC	Yes	Feb-20	Feb-20	Mar-20	CPMU/SPIU	

3.19	TA&T for developing community manual forest youth groups	Training	20.0	65,954	IC	Yes	Nov-19	Nov-19	Dec-19	CPMU/SPIU	
3.20	TA&T for developing community manual forest youth groups	Training	25.0	82,443	IC	Yes	Mar-20	Mar-20	Apr-20	CPMU/SPIU	
3.21	Training seedling producing women groups	Training	15.0	9,160	IC	Yes	Oct-19	Oct-19	Nov-19	CPMU/SPIU	
3.22	Training seedling producing women groups	Training	20.0	12,213	IC	Yes	Oct-19	Oct-19	Nov-19	CPMU/SPIU	
3.23	TA&T on using manual for water management, forest, rangeland and agricultural land	Training	19.0	32,651	IC	Yes	Mar-20	Mar-20	Apr-20	CPMU/SPIU	
3.24	TA&T of young community extension/IPM agents in crop farming	Training	3.0	5,024	IC	No	Nov-19	Nov-19	Dec-19	CPMU/SPIU	
3.25	TA&T of young community extension/IPM agents in crop farming	Training	6.0	10,049	IC	No	Jan-20	Jan-20	Feb-20	CPMU/SPIU	
3.26	TA&T of farmers groups in climate adaptation in farming practices	Sessions	20.0	24,354	IC	No	Nov-19	Nov-19	Dec-19	CPMU/SPIU	
3.27	TA&T of farmers groups in climate adaptation in farming practices	Sessions	30.0	36,530	IC	Yes	Jan-20	Jan-20	Feb-20	CPMU/SPIU	
3.28	Vocational training for women and youth	Training	50.0	35,298	IC	Yes	Jan-20	Jan-20	Dec-20	CPMU/SPIU	
3.29	Nutrition training and awareness raising	Training	32.0	44,453	IC	Yes	Jan-20	Jan-20	Dec-20	CPMU/SPIU	
3.30	Training of saving and credit groups and VDCs and subcommittees	Training	15.0	17,649	IC	No	Feb-20	Feb-20	Mar-20	CPMU/SPIU	
3.31	TA&T for women and youth groups in small business activities	Training	50.0	58,831	IC	Yes	Feb-20	Feb-20	Mar-20	CPMU/SPIU	
3.32	TOT for Business Mentors	W/Shop	1.0	17,649	IC	No	Feb-20	Feb-20	Mar-20	CPMU	
3.33	TOT for GALS	Training	5.0	52,948	IC	Yes	Feb-20	Feb-20	Mar-20	CPMU	
3.34	Workshop on Targeting, Gender, GALS and M&E	W/Shop	5.0	38,690	IC	Yes	Nov-19	Nov-19	Dec-19	CPMU	Recruit a facilitator for the workshop
3.35	Cluster NRM forums	Forum	10.0	22,758	IC	Yes	Nov-19	Nov-19	Dec-19	CPMU	recruit a facilitator for the forums

3.36	Cluster NRM forums	Forum	20.0	45,517	IC	Yes	Feb-20	Feb-02	Mar-20	CPMU	recruit a facilitator for the forums
3.37	presentation of findings of reviews in multi-stakeholder platforms at Sector, State and Federal levels and make recommendations	W/Shop	4.0	47,065	IC	Yes	Apr-20	Apr-20	Jun-20	CPMU	The programme will recruit a facilitator for the workshop
3.38	BDF Role in NRM and implementation of NRGF	Training	2.5	5,883	IC	No	Mar-20	Mar-20	Apr-20	CPMU	
3.39	Environmental, social impacts climate change Trainin	Training	2.0	109,924	CQB	Yes	Mar-20	Mar-20	May-20	CPMU/CCU	
3.40	Network local Exchange Visits and Learning Routes	Baseline	10.0	17,649		No	Jan-20	Jan-20	May-20	CPMU/SPIU	Visits will be arranged by the programme
3.41	International Exchange Visits and Learning Routes	Baseline	1.0	94,129	IC	Yes	May-20	May-20	Jul-20	CPMU	The programme will contact potential providers and select the best
3.42	Training of public and private extension service providers	Training	10.0	10,992	IC	No	Mar-20	Mar-20	Apr-20	CPMU	
3.43	GIS Training	Training	10.0	335,575	CQB	Yes	Jan-20	Feb-20	Apr-20	CPMU/CCU	
3.44	Institutional capacity building on NRM related laws, policies, regulation and enforcement	Training	2.0	9,413	IC	No	Mar-20	Mar-20	Apr-20	CPMU	
3.45	Community land mapping and registration process in Gedarif State	Sessions	1.0	58,831	CQB	Yes	Mar-20	Mar-20	May-20	CPMU/CCU	
3.46	Constitute and capacitate inter-ministerial committees at state level	Sessions	10.0	11,766	IC	No	Feb-20	Feb-20	Apr-20	CPMU	
3.47	Training for locality, state, and federal government staff on community-based NR and land governance	Training	25.0	41,221	IC	No	Nov-19	Nov-19	Dec-19	CPMU/SPIU	Training/sessions will take place simultaneously at different programme locations
3.48	Training for locality, state, and federal government staff on community-based NR and land governance	Training	50.0	82,443	IC	No	Feb-20	Feb-20	Mar-20	CPMU/SPIU	Training/sessions will take place simultaneously at different programme locations

3.49	Training package for locality, state, and federal government staff on M&E, KM, Legislations, etc.	Training	25.0	41,221	IC	No	Nov-19	Nov-19	Dec-19	CPMU/SPIU	Training/sessions will take place simultaneously at different programme locations
3.50	Training package for locality, state, and federal government staff on M&E, KM, Legislations, etc.	Training	50.0	82,443	IC	No	Feb-20	Feb-20	Mar-20	CPMU/SPIU	Training/sessions will take place simultaneously at different programme locations
3.51	Foster linkage and partnership with research and training institutions and related international institutions and centers engaging in NR and land governance research	Training	3.0	3,298	IC	No	Nov-19	Nov-19	Dec-19	CPMU/SPIU	Training/sessions will take place simultaneously at different programme locations
3.52	Foster linkage and partnership with research and training institutions and related international institutions and centers engaging in NR and land governance research	Training	5.0	5,496	IC	No	Feb-20	Feb-20	Mar-20	CPMU/SPIU	Training/sessions will take place simultaneously at different programme locations
3.53	Training of community-based institutions on NRM and Governance based on NR Manual	Training	13.0	28,580	IC	No	Nov-19	Nov-19	Dec-19	CPMU/SPIU	Training/sessions will take place simultaneously at different programme locations
3.54	Training of community-based institutions on NRM and Governance based on NR Manual	Training	25.0	54,962	IC	No	Feb-20	Feb-20	Mar-20	CPMU/SPIU	Training/sessions will take place simultaneously at different programme locations
3.55	Training of community institutions on the established framework and guidelines for revenue generation and reinvestment in land and natural resource use and management	Training	13.0	28,580	IC	No	Nov-19	Nov-19	Dec-19	CPMU/SPIU	Training/sessions will take place simultaneously at different programme locations
3.56	Training of community institutions on the established framework and guidelines for revenue generation and	Training	25.0	54,962	IC	No	Feb-20	Feb-20	Mar-20	CPMU/SPIU	Training/sessions will take place simultaneously at different programme locations

	reinvestment in land and natural resource use and management											
3.57	Programme Start up Workshop	W/Shop	1.0	32,611	IC	Yes	Oct-19	Oct-19	Nov-19	CPMU	Programme to recruit facilitators and presenters	
3.58	Training for CPCU and SPCU Staff (external)	Training	1.0	32,191	IC	Yes	Feb-20	Feb-20	Mar-20	CPMU	The programme will contact potential providers and select the best	
3.59	Training for CPCU and SPCU Staff (external)	Training	1.0	32,191	IC	Yes	Aug-20	Aug-20	Sep-20	CPMU	The programme will contact potential providers and select the best	
3.60	Training for CPCU and SPCU Staff (internal)	Training	1.0	31,386	IC	No	Nov-19	Nov-19	Dec-19	CPMU		
	Training for CPCU and SPCU Staff (internal)	Training	1.0	31,386	IC	No	Mar-20	Mar-20	Apr-20	CPMU		
	Total training			4,243,036								
4. Technical Assistance												
4.1	Establishment of savings groups and NR livelihood groups	Baseline	825.0	183,103	QCBS	Yes	Oct-19	Nov-19	Dec-19	CPMU/CCU		
4.2	Establishment of savings groups and NR livelihood groups	Baseline	1,100.0	244,137	QCBS	Yes	Mar-20	Apr-20	Jul-20	CPMU/CCU		
4.3	Mapping role of customary institutions in NRM	Study	3.0	9,545	IC	No	Oct-19	Oct-19	Dec-19	CPMU		
4.4	Study on Pastoralist	Study	3.0	40,635	IC	Yes	Oct-19	Oct-19	Dec-19	CPMU/CCU		
4.5	Natural resource and land-use management plans (NRLMP)	Plan	53.0	610,883	QCBS	Yes	Nov-19	Dec-19	Mar-20	CPMU/CCU		
4.6	Development of NR manual (water, range, forest, etc.)	Manual	1.0	23,532	IC	No	Mar-20	Mar-20	Apr-20	CPMU		
4.7	Feasibility study for water infrastructure	Study	1.0	33,407	IC	Yes	Oct-19	Oct-19	Dec-19	CPMU/CCU		
4.8	Feasibility study for construction of water points	Study	30.0	159,083	QCBS	Yes	Dec-19	Jan-20	Apr-20	CPMU/CCU		
4.9	Guidelines for revenue generation and reinvestment in land and	Manual	1.0	15,908	IC	No	Oct-19	Nov-19	Dec-19	CPMU		

	NRM										
4.10	Baseline mapping and assessment of environmental governance and Climate change in programme areas	Baseline	1.0	53,028	QCBS	Yes	Oct-19	Nov-20	Dec-19	CPMU/CCU	
4.11	Review of existing NRM policies and legal frameworks	Study	1.0	35,298	IC	Yes	Feb-20	Feb-20	Apr-20	CPMU/CCU	
4.12	Media public awareness activities on NRM targeting communities, legislators, and authorities at local, state and federal levels	Campaign	2.0	2,198	IC	No	Jan-20	Jan-20	Mar-20	CPMU	
4.13	Collate and reviews of existing studies and other knowledge products on land NR governance and climate change in Sudan and programme areas	Study	0.5	29,415	IC	Yes	Apr-20	Apr-20	Jun-20	CPMU/CCU	
4.14	Policy briefs/notes and knowledge products on NRM at various levels	Unit	2.0	7,060	IC	No	Apr-20	Apr-20	May-20	CPMU/CCU	
4.15	Map/review locality land use plans	Plan	5.0	88,246	QCBS	Yes	Jan-20	Feb-20	Jul-20	CPMU/CCU	
4.16	Facilitate Implementation of NRGF -Butana	Baseline	7.5	13,237	IC	No	Mar-20	Mar-20	May-20	CPMU	
4.17	Operationalization of the 2015 Range and Pasture Law	Campaign	15.0	16,779	IC	No	Oct-19	Oct-19	Dec-19	CPMU	
4.18	Operationalization of the 2015 Range and Pasture Law	Campaign	35.0	39,150	IC	Yes	Feb-20	Feb-20	Apr-20	CPMU	
4.19	Institutional Capacity Assessment of the relevant line ministries and department at federal, state and locality level	study	1.0	42,422	CQS	Yes	Oct-19	Nov-19	Dec-19	CPMU/CCU	
4.20	Baseline study	Study	1.0	13,976	IC	No	Oct-19	Oct-19	Nov-19	CPMU	
4.20	Develop KM Strategy and	Unit	1.0	4,659	IC	No	Oct-19	Oct-19	Nov-19	CPMU	

	Communication Strategy										
4.21	Refine and update PIM	Unit	1.0	4,659	IC	No	Oct-19	Oct-19	Nov-19	CPMU	
4.22	Accounting Software	Unit	1.0	80,945	CQS	Yes	Oct-19	Nov-19	Dec-19	CPMU/CCU	
	Total technical assistance			1,751,306							

Sudan

Sustainable Natural Resources and Livelihoods Programme Project Design Report

Annex 8: Project Implementation Manual (PIM)

Document Date: 15/07/2019
Project No. 2000002105
Report No.

Near East, North Africa and Europe Division
Programme Management Department

REPUBLIC OF THE SUDAN

**Sustainable Natural Resources and Livelihoods Programme
(SNRLP)**

IFAD GRANT NO. xxxx

LDCF GRANT NO. xxxx

PROGRAMME IMPLEMENTATION MANUAL

Draft version 1.0

*To be further developed by the Programme Coordination Unit at
programme start up*

January 2019

Acronyms and Abbreviations

AWPB	Annual Work Plan and Budget
BIRDP	Butana Integrated Rural Development Project
CAA	Central Accounts Assistant
CAADP	Comprehensive Africa Agriculture Development Project
CACC	cluster advocacy and communications committee
CAdA	Central Administrative Assistant
CAP	Cluster Adaptation Plans
CC	Climate Change
CCU	Central Coordination Unit
CD	Country Director
CDC	Cluster Development Committee
CDC	Community Development Committee
CDE	Community Development Expert
CDGO	Community Development and Gender Officer
CDO	Cluster Development Officer
CDT	Cluster Development Team
CIF	Community Investment Funds
CLASP	Community Livelihood Adaptation and Sustainability Plans
COSOP	Results Based Country Strategic Opportunities Programme
CPA	Central Procurement Assistant
CPC	Cluster Procurement Committee
CPCU	Central Project Coordination Unit
CPIA	Country Policy and Institutional Assessment
CPM	Country Programme Manager
CQ	consultants' Qualifications
DA	designated Account
DG	Director General
DPD	Deputy Project Director
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
FB	Fixed Budget
FFS	Farmer Field Schools
FI	Financial institutions
FM	Financial Manager
FMO	Forestry Management Officer
FNC	Forestry National Corporation
FR&A	Financial Reporting and Auditing of IFAD financed projects
GAM	Global Acute Malnutrition
GAN	Global Advisory Network
GDP	Gross Domestic Product
GHGs	Green House Gases
GoS	Government of Sudan
GP	Good Practice
Ha	Hectare
HCE	Higher Council of Environment
HH	Households
IAMDP	Integrated Agricultural and Marketing Development Project
IC	Individual Consultants
ICB	International Competitive Bidding
IPM	Integrated Pest Management
IPSAS	International Public Sector Accounting Standards
IRF	Integrated Risk Framework
IWRM	Integrated Water Resources Management
LCS	Least cost selection
LEN	Local Extension Network

LIP	Livelihood Investment Plan
LRMP	Livestock Marketing and Resilience Programme
LTR	Letter to the Recipient
M&E	Monitoring and Evaluation
MAPS	Methodology for Assessing Procurement Systems
MARFW	Ministry of Animal Resources Fisheries and Wildlife
ME	Microenterprises
MFI	Microfinance Institutions
MKIO	M&E, KM and Innovations Officer
MoAF	Ministry of Agriculture and Forestry
MOFEP	Ministry of Finance and Economic Planning
MoIWR	Ministry of Irrigation and Water Resources
MPER	Ministry of Production and Economic Resources
MPPPW	Ministry of Physical Planning and Public Works
NA	Native Administration
NAC	National Audit Chamber
NAPA	National Adaptation Programme of Action
NCB	National Competitive Bidding
NEC	Network Executive Committees
NPSC	National Project Steering Committee
NR	Natural Resources
NRGF	Natural Resources Governance Framework
NRLG	Natural Resources Livelihood Groups
NRLIP	Natural Resources Livelihood Investment Plans
NRLMP	Natural Resources and Land-use Management Plans
NRM	Natural Resources Management
PD	Project Director
PFI	Partner Financial Institutions
PFS	Pastoral Field Schools
PIM	Project Implementation Manual
QBS	Quality Based Selection
QCBS	Quality and Cost-based Selection
RADO	Rural and Agricultural Development Officer
RPCC	Regional Policy Coordination Centre
RPS	Regional Policy Specialist
SAAA	State Administrative and Accounts Assistant
SACC	State Advocacy and Communications Committee
SAO	State Accounts Officer
SC	State Coordinator
SGCE	Senior Gender and Community Development Expert
SCSP	State Cluster Stakeholder Platforms
SDG	Sudanese Pounds
SECAP	Social Environmental and Climate Assessment
SIA	Senior Internal Auditor
SKCE	Senior Knowledge Management and Communications Expert
SLDE	Senior Livelihoods Development Expert
SMEE	Senior Monitoring and Evaluation Expert
SNRE	Senior NRM expert
SPA	Senior Programme Accountant
SPCU	State Project Coordination Unit
SPE	Senior Procurement Expert
SPO	State Procurement Officer
SPoO	State Policy Officer
SR	Stock Routes
SSC	State Steering Committee
SSNRMP	Sudan Sustainable Natural resources Management Project
SSS	Single Source Selection

Sudan – SNRLP – Implementation Manual

SUDANIP	Sudan’s National Agriculture Investment Plan
TA	Technical Assistance
UNCAC	United Nations Convention Against Corruption
US	United States of America
VDC	Village Development Committee
VSCG	Village Savings and Credit Groups
VWG	Vulnerable Women’s Groups
WA	Withdrawal Applications
WRMO	Water Resources Management Officer
WSRMP	Western Sudan Resources Management Programme
YP	Young Professional

<i>hafir</i>	water storage structure
<i>jubraka</i>	gardens near the homestead
<i>wadi crossing</i>	bridge built over feeder roads

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Annex 1: Programme Logical Framework

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INTRODUCTION

1. The purpose of this Programme Implementation Manual (PIM) is to guide the staff of the Programme lead agency (Ministry of Agriculture), the Central Programme Coordination Unit (CPCU), and the State Programme Coordination Units (SPCUs) in the implementation of the Sustainable Natural Resources and Livelihoods Programme (SNRLP). The manual establishes the Strategic and Institutional Framework and provide guidance for the overall planning and implementation of activities. It details the collaborative framework for programme implementation, the institutional and management arrangements; the administrative, fiduciary and contractual procedures; monitoring, evaluation and reporting. It establishes effective implementation procedures and mechanisms, which will ensure the achievement of the overall objectives as outlined in the programme's design document (PDR) and logframe.

2. The Programme summary gives a nutshell of the Programme features but more importantly aspects relating to targeting and selection criteria for each activity. This is followed by detailed cost estimates by year and also summary cost estimates for the whole Programme. The detailed cost estimates are provisional and these offer a general guidance at the time of preparing annual work plan and budget.

3. It is important to note that this manual makes references to the following key documents and it is therefore fundamental that the Programme staff, especially the Programme Coordinator, the Senior Procurement Expert and the Finance Officer, are familiar with these documents. The following documents were consulted in the preparation of the PIM:

- IFAD Programme Design Report including all annexes
- IFAD Guidelines for Procurement
- IFAD Handbook for Procurement
- IFAD Guidelines on Programme Audits,
- IFAD Disbursement Handbook
- IFAD Guidelines for Loans and Grants Administration, 2007
- Programme Finance Agreement between IFAD and GoS
- IFAD General Conditions and Letter to the Borrower

4. This manual will be used in conjunction with the PDR and will be updated regularly by the CPCU to reflect any eventual changes agreed between the Government of Sudan (GOS) and the International Fund for Agricultural Development (IFAD).

1. Legal Framework

1. The SNRLP is implemented by the Government of Sudan (GOS) and is financed by a grant from the International Fund for Agricultural Development (IFAD), a grant from the Least Developed Countries Fund (LDCF) facilitated by IFAD, and government and beneficiaries. The IFAD Grant Number xxx was approved by the board on the xxx and has been signed on the xxx and has been declared effective on the xxx. The LDCF IFAD grant number xxx has been approved by the LDCF Council on the xxx. It should be noted that the Programme closure date is decided from the signature date of the financing agreement, not the date of Board approval.
2. The Government of Sudan as a grant recipient as established in the Financing Agreement, will appoint the **Ministry of Finance** as the implementing agency who will be responsible for signing the financing agreement and the implementation of the programme whereas IFAD will be directly responsible for the supervision of the programme.
3. The Financing Agreement constitutes the legal basis of the programme; it will outline the conditions of first disbursement.
4. The Programme is expected to start implementation in **January, 2020**, and be completed in **six** years. During the first twelve months of implementation the programme would become fully prepared for components delivery with programme staff expected to complete intense training over this period as needed.
5. The implementation of this programme should be in conformity with the Financier (IFAD) applicable rules.

a. National Context

1. **Population and income status:** Sudan is situated in northern Africa, with a coastline bordering the Red Sea. It sits at the crossroads of sub-Saharan Africa and the Middle East, with fertile lands and abundant livestock. Sudan's total area is around 1,886,000 km² with around 61 million ha of arable land, of which 17.4 million ha are cultivated, 14 million ha natural pasture, and 21 million ha (11.6%) are forests. The population is around 42 million, with an annual growth rate of 2.5% (2018). About 65% of the population lives in rural areas.
2. **Economic conditions:** Decades of civil conflicts, mismanagement, trade and financial sanctions and limited access to external financing have weakened the national economy. The secession of South Sudan in 2011 resulted in the loss of three-quarters of the country's oil output, the main source of foreign currency and government income. The Government performed a series of reforms to stabilize the economy, such as greater exchange rate flexibility, reduced energy subsidies and more focus on agricultural sector development which contribute 35%-40% of the Gross Domestic Product (GDP), but suffers from low productivity. About 80% of the labor force is engaged in agriculture, a proportion that has increased in the last few years due to reduced revenue from oil. Agriculture, therefore, plays a critical role in both HH and the national economy.
3. In 2017, the US lifted its sanctions against Sudan raising expectations of positive impact on agricultural import-export businesses. Despite these developments, unsustainable fiscal deficits persist, inflation and capital flight is at high levels and external debt amounted to US\$52,4 billion or 111% of its GDP, making Sudan one of the poorest countries with GNI per capita at 2,380 US\$ (2017) and rural poverty at 58%. Most at risk are small-scale farmers and livestock herders in the rainfed sector, landless and internally displaced people, households without assets and people in areas affected by drought and conflict. Of late, the increasing economic pressures within the country has stimulated widespread public protests and political uncertainties.

4. **Fragility:** With a Country Policy and Institutional Assessment (CPIA) score at 2.47 Sudan is classified as a fragile country. Civil war and famine in South Sudan has resulted in 0.7 to 1.0 million refugees seeking safety in Sudan, putting pressure on already strained resources specially in the States of South and East Darfur, West and South Kordofan and Blue and White Nile. Most conflicts are between tribes over the access to natural resources (NR). Previously, conflicts related to access and use of NR were mitigated through traditional leadership and effective local governing bodies called Native Administration (NA). The Native Administration Act in 1986 attempted to reinstall the NA, but it was subsequently reduced again without providing the local communities with any alternative and effective way of conflict management and resolution. Although the government later made some attempts to re-institute the NA it has not regained its former authority. Today there are multiple and parallel systems for NR management and governance resulting in confused land tenure arrangements, inconsistencies in laws and policies and unclear institutional arrangements and responsibilities leaving user rights open to dispute sometimes leading to serious conflicts.

5. **Poverty, food insecurity, nutrition:** Sudan ranked 167 out 188 on the Human Development Index (2015). Sudan has widespread poverty with 46% (18.5 million) of the population living in poverty. Rural poverty is estimated at 58%. Rural poverty and food insecurity are more pronounced in the rainfed sector particularly in areas affected by conflicts and droughts and often isolated from markets and services due to poor infrastructure as well as mobile livelihood (pastoralism). Households (HHS) with small herds and small scale rainfed crop production are impacted more are suffer from food security in the case of losses. Thus, there is an inherent sensitivity to rainfall amounts and timings, making climate change a key factor in the country's current and future economy, livelihoods, and food security. The other causes of poverty and food insecurity includes inadequate rainfall, persistent conflicts, urban and crop bias of development, moderate legislation and poor enforcement, lack of employment opportunities and the concentration of socio-economic development in a few geographical areas.

6. **Smallholder agriculture:** Agriculture is predominately rain-fed and pastoralist oriented. Pastoralism is a key element of the Sudanese economy, contributing around 60% of the total agriculture revenue through livestock exports. The Government of Sudan (GoS) has tried to diversify its cash crops; however cotton and gum Arabic remain its major agricultural exports. Sorghum is the principal food crop, and millet is grown for domestic consumption. Sesame seeds and peanuts are cultivated for domestic consumption and increasingly for export. Productivity in rainfed cropping systems is low and variable due to erratic climatic conditions, land degradation, desertification, reduced soil fertility, inappropriate tillage practices and lack of knowledge on improved sustainable farming practices.

7. **National strategies and policies:** The Government of Sudan is placing a strong focus on agricultural development as a driver for the overall economic growth of the country and compensate for the loss of oil revenues following the independence of South Sudan in 2011. An *Agricultural Revival Programme and an Integrated Solutions to Agricultural Sector Programme* are currently being implemented at the national level, and the SNRLP will be aligned to these programmes from its inception. According to the 2013 situation analysis of the "Pastoral Strategic Action Plan for Semi-desert and Low rainfall Savanna in Sudan (2014-2024) PR-325-Sudan", prepared by the Range and Pasture General Directorate of the Federal Ministry of Livestock, the national institutional and policy framework has provided only limited support for the sustainable management of rangeland resources.

8. The Five Year National Strategy and the Agricultural Revival Programme reflect the historical dominance of crop production for the Sudanese economy with little attention given to agropastoralism and pastoralism and the particular need to consider

the current implications of the secession of South Sudan for rangeland management and mobility. However, in recognition of the importance of rangelands and livestock production in the rural economies and food security and the related land-use governance and resources management challenges, the government passed the 'Rangelands and Fodder Resources Development (Rationalizations) Act in 2015. With the support of this Act rural communities can now obtain registration of common rangelands as part of reinstalling joint governance and management. Even though the Act is focused at rangeland there are also a few examples of it being used for registration, governance and management of common forest land. The GoS recognizes the need for greater attention to agriculture and livestock, as reflected in its Interim Poverty Reduction Strategy Paper (I-PRSP) and the Five-year Program for Economic Reforms approved by its parliament in December 2014 (WB overview, April 2017).

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

9. **Climate Change:** Climate change (CC) represents a major environmental challenge in Sudan, with an on-going trend towards drier climatic conditions. A study assessing local people's perceptions of CC impacts on browse trees/shrubs cover in the Butana region found that 94% of the people believed that there is significant deterioration of the quantity and quality of tree/shrub cover which is insufficient to feed their animals. They attributed this situation to the combined effect of rainfall decrease, overgrazing, expansion in rainfed agriculture and irrigation schemes, tree cutting for charcoal production, and cut-off water points due to land governance problems. There is also strong consistency between pastoralists' perceptions, satellite image analyses, and scientific data on recent changes in climate conditions. Urgent adaptation interventions are needed to mitigate the CC impacts, namely rehabilitation of tree/shrub rangelands, the spreading of water harvesting and soil water conservation systems, the improvement of herd structure and management, and the diversification of livelihoods.

Programme rationale

10. Sudan continues to experience various conflicts and natural disasters, ensuing widespread displacement (includes both internally displaced persons and refugees from South), fractured infrastructure, and broken institutions. These factors have led to the Sudanese population suffering from expansive hunger (ranked 7th on Global Hunger Index¹) food insecurity and malnutrition with women, children and youth suffering disproportionately. Rural women and youth in Sudan form the majority of the extremely poor people in the country.

11. Due to relatively high birth rates (estimation of population growth is 2.83 in 2008 population census) children and young people constitute a large proportion of the poor in Sudan. In 2008, almost 60% of the poor were under the age of 20. Furthermore, 55% of youth aged 15 to 24 are classified as poor. This age category constitutes 23% of the entire population and makes up 21% of the total poor (2012 Interim PRSP). Women and youth's poverty is closely linked to their subordinate position and the substantial gender gap which has resulted in a shortage of economic opportunities and inadequate access to productive resources, including credit, land ownership, cattle, skills and support services.

12. According to World Food Programme (WFP), approximately 5.5 million people were food insecure in early 2018, and estimated 80 per cent were unable to afford the food one needs on daily basis². Similarly, chronic malnutrition rate is staggering 38

¹ International Food Policy Research Institute. 2017. *2017 Global Hunger Index: The inequalities of hunger*. <http://www.globalhungerindex.org/pdf/en/2017.pdf>.

² World Food Programme (I). November 2018. *Country Brief Sudan*. https://docs.wfp.org/api/documents/WFP-0000101372/download/?_ga=2.138344496.1072362816.1545707489-582698889.1489929371

percent¹. Basic health services are available to less than 50 per cent of the population, while only 13 per cent of the rural population has access to improved sanitation facilities.

13. The country ranked 167 out of 188 on the Human Development Index (2015). In respect to nutritional status, under-nutrition is Sudan's most serious but least addressed problem² (WFP, 2014). According to World Health Organization (WHO), the country has an overwhelming burden of acute malnutrition and stunting, with over 16.3 per cent of population falling in the critical category of global acute malnutrition (GAM) (WFP (II), 2018). Over 2.2 million children less than five years of age are stunted (higher risk of dying from infectious disease) – almost one in every three children, making Sudan as one of the 14 countries where 80 per cent of the world's stunted children live (WFP (I), 2018). About one out of every six children weighs too little for her/his height. Four states (North Darfur, Red Sea, Blue Nile, and South Darfur) have acute malnutrition levels above the WHO threshold (over 15 per cent) for a critical situation and can be considered as being in crisis (ibid). It is also important to note that the majority (52 per cent) of the acutely malnourished children live in nine non-conflict affected states - Red Sea, Kassala, Gezira, Khartoum, Northern, River Nile, Gedaref, Sennar and White Nile.

14. Sudan is ranked 140 out of 159 countries in the UNDP Gender Inequality Index (GII). Women live longer than men (65 years versus 62.2 for men) but spend less time at school (3 mean years of schooling versus 4.1 for men) and earn less than males (1 902 compared to 5,775 GNI per capita for men). The MICS 2014 survey shows that 11.9% of women aged 15-49 years were married before the age of 15. About 59.8% of young women in Sudan are literate and the literacy status varies greatly by area (79.8% in urban areas and 50% in rural areas). Women's participation in the labor market is 24.3% compared to 72.2% for men. At the same time, women comprise 78% of the economically active population who work in agriculture compared to only 57% of men. Women's empowerment is hindered by: (i) a high rate of illiteracy (ii) deeply rooted patriarchal values, customary laws and practices that limit women's freedoms and choices (iii) early marriages; (iv) heavy workloads among rural women (v) lack of financial resources, and knowledge to increase agricultural production (vi) women's limited capacity and skills to embark on viable agro-based and entrepreneurial activities (vii) lack of ownership and control over key resources like land and modern agricultural equipment, capital (viii) limited access to markets (ix) limited access to off-farm activities.

15. Pastoralists are another socially excluded group that is facing increasing marginalization in Sudan due to several factors including conflicts, unregulated mechanized agriculture, natural resource degradation and climate change.

16. In compliance with IFAD policies on Youth, Nutrition and Gender Equality the SNLRP has been designed to leverage the inter-linkages between rural development, the economic and social empowerment of women, youth and pastoralists and nutritional status. It will promote their economic and social empowerment by facilitating the inclusion of the interests and perspectives of these groups in the policy support it provides for sustainable NRM, in the committees and forums it constitutes and their active participation in project activities designed to promote sustainable climate resilient livelihoods based on sustainable NRM. The project is expected to have a positive impact on nutrition through facilitating access to increased incomes from agricultural production and small businesses, increased availability of food, provision of water, labour saving machinery, renewable energy (solar and gas), GALS training to facilitate women's empowerment and more equitable distribution of responsibilities and resources and nutrition awareness training.

¹ Ibid

² WFP & UNICEF. November 2014. *The Case for Investment in Nutrition in Sudan*.

https://www.avenirhealth.org/download/OHTCountryApplications/PDF/150619%20P893_UNICEF_Investment_Case_Collated_v3.pdf

2. The Programme

2.1 Programme rationale and strategic context

17. *SNRLP addresses the main drivers of rural poverty and food insecurity:* The GoS and IFAD held a COSOP Review Workshop in November 2017 in which Natural resources management (NRM) and building resilience to CC were identified as the top priorities for focusing pipeline s in the remaining duration of the COSOP. The main reasons provided for the identification of the top priority areas are well reflected by the analysis of the main drivers of rural poverty and food insecurity. These reasons include: Land-use in Sudan is dominated by grazing, high rate of degradation and conversion of parts of forestland into rangelands; NA systems are eroded and the legal and regulatory framework is insufficient for effective NRM; the livelihoods of small farmers, pastoralists and agro-pastoralists communities are at risk due to increased variability in rainfall and encroachment of pastures and forests by mining and semi-mechanized crop farming on rangelands and stock routes; the separation of South Sudan has restricted mobility of pastoralists and created increased pressure on natural resources in some areas; competition and conflict over land and NR is the major destabilizing factors and source of chronic poverty in rural areas.

18. *IFAD's comparative advantage from working in other arid and semi arid regions:* IFAD's comparative advantage for supporting the GoS in addressing the above mentioned challenges comes from its solid experience in working with development partners and vulnerable pastoral and agropastoral communities in other semiarid and arid areas in the region (e.g. Ethiopia, Chad, Djibouti, Tanzania) where livelihoods are dependent on the sustainable use of fragile ecosystems and NR.

19. *Previous projects' experience of tangible successes in NR governance and management at community level:* SNRLP will facilitate the consolidation and scaling up of the community and intercommunity based approaches that were applied successfully by other IFAD co-financed projects for effective NR governance and management at the community level. Previous IFAD engagements have been generally successful in generating tangible successes in NR governance and management at community level. They have also sought to build from these community successes, take into account the barriers encountered and support consultations and discussions at the state and interstate levels for how to improve the wider NR policy frameworks. This has led to the development of instruments for NR governance, such as the *Natural Resources Governance Framework for the Butana Region* and the Land-use map for the Sennar state. SNRLP will develop on these experiences and other lessons learnt (refer next section) from previous IFAD projects to address the NR governance and management challenges at the community level in the project areas.

20. *Support the sustainability of the livelihood development activities of other ongoing IFAD co-financed projects in the project area:* Other IFAD co-financed projects such as LMRP and IAMDP are active in the rainfed areas in the Kordofan, Butana and Sennar regions where SNRLP will be implemented. These projects are focused on livelihood improvement of target households through livestock fattening, agricultural production and marketing support. However, limited investments in the sustainable management and resilience of NR by these projects can adversely affect the sustainability of the livelihood development activities. Also, sustainable management of NR requires investments over a longer period of time. Where relevant, SNRLP will support the ecological clusters which includes communities supported by other IFAD projects, building on the investments of the earlier projects and securing the sustainability of the livelihoods development activities promoted by these projects.

2.2 Programme goal and development objective

21. Programme goals and objectives

22. **Programme goal:** The programme goal is to increase the food security, incomes and resilience of pastoralist, agro-pastoralist and small crop farmers engaging in joint natural resources governance and management and development of related businesses in targeted landscapes.

23. **Development objective:** The development objective of the programme is to increase the adoption of NR management practices, technologies and business models that enhance the quality and sustainable use of NRs, secures the access to NRs for vulnerable users and promotes the sustainability of NR related livelihoods. The development objective is in line with the IFAD and Sudan RB COSOP SO1 as it focuses on the restoration of the ecosystem, the resilience of farming systems and communities to climate change impacts and target groups access to basic agricultural services. It is also aligned to SO2 by promoting diversification in smallholder livelihood systems, strengthening and capacity building of community institutions, producers, women and youth and promoting target groups' access to rural financial services.

24. **Programme duration:** The duration of the programme is six years.

25. **Programme outreach:** SNRLP will reach at least 120,000 target HHs organised in 5,500 small groups across 1,000 VDCs and 150 clusters or networks. Only, one member per HH will be a member of a small group. At an average of 6 members per household, the programme will benefit 720,000 HH members.

26. **Key impact indicators:** The key impact indicators are;

- i. 10% decrease in severe and acute malnutrition in children in Sudan?
- ii. 84,000 HHs (70%) with increased income from access to SNRLP services.
- iii. 72,000 HHs (60%) with an increased score in the resilience scorecards.
- iv. 84,000 HHs (70%) adopting environmentally sustainable and climate resilient technologies and practices
- v. 72,000 HHs (60%) with improved access to land, forests and water bodies for production purposes
- vi. 84,000 HHs (70%) with increased milk, meat, crop or forest produce
- vii. 72,000 HHs (60%) with their ownership/user rights registered in national cadasters or geographic information management systems
- viii. 72,000 HHs (60%) reporting reduction in disputes over NRs
- ix. 84,000 HHs (70%) reducing time spent in collection fuelwood or water
- x. 793,972 Ha of land brought under climate resilient management practices
- xi. 20 policy-relevant NR management knowledge products/frameworks completed
- xii. Nine multistakeholder platforms functioning at the State level
- xiii. 500 government staff trained on CC adaptation and NR governance

2.3 Programme area and geographical targeting

27. Geographic area of intervention

28. SNRLP will be implemented in a total of nine States across the Butana region in East, the Sennar Region in the South-East and the Kordofan Region in the West of Sudan. The nine States are the River Nile, Khartoum, Gazira, Gedaref and Kassala States in the Butana region; the Sennar State in the Sennar region and; the North, South and West Kordofan States in the Kordofan region. Additionally, SNRLP will engage with the White Nile and the Blue Nile States in the Sennar region regarding inter-state NR governance and regulatory issues. These States have high incidence of poverty ranging

from 26-60% and malnutrition varying from 14-20% (annex 2). The rural communities in the rainfed parts of these States are highly vulnerable to economic shocks as the NR base in these areas is under pressure from increasing population, high usage for livelihoods, lack of regulation, mismanagement, unregulated mechanised farming, incursions of large herds owned by wealthy farmers and CC, leading to drier conditions. These factors have a particularly adverse impact on smallholder farmers, agro-pastoralists and pastoralists whose livelihoods depend on NR. SNRLP will build on and upscale the positive natural resources management (NRM) related experiences of mainly three previous IFAD projects (BIRDP, SUSTAIN and WSRMP) that were active in these regions over the last decade.

29. *Butana region:* In the Butana region¹ the selected localities constitute the “open grazing area” to people from within and outside the Butana. Overgrazing is extensive as this area constitutes the main entry and exit points for the Eastern transhumant herds. In the sand dune zone, the dunes could in a few years time, block the northern gateway to the clay plain grazing by livestock. Mechanized farms are increasingly encroaching on pasturelands in the clay plains. In addition, large herds belonging to wealth farmers are sweeping through central Butana resulting in the depletion of pastures and water for small-holder agro-pastoralists in these areas. In addition, the selected localities face the challenges created by largely unregulated artisanal gold mining, influx of more private agribusinesses from both Sudan and outside Sudan, and the loss of access to pastoral lands in South Sudan².

30. *Sennar region:* In Sennar, the selected localities host large herds of livestock. The expansion of large-scale mechanized farming blocking stock routs out of the state for smallholder agropastoralists and pastoralists, land degradation, the loss of access to pastoral lands in South Sudan and the use of this area by wealthy owners with large herds has led to the marginalization of small holder farmers, agro-pastoralists and pastoralists. A key challenge is the large deficit of fodder, especially for the poor. Crop residue which used to be considered a common good has now been commoditized and in some areas where there is access to crop residue, there are no water points. The localities the programme will begin work in are those with concentrations of poor agro-pastoralists and pastoralists.

31. *Kordofan region:* The SNLRP will be implemented mainly in the rain-fed regions of Kordofan, Butana and Sennar. In Kordofan, the selected localities are along the pastoralist’s stock routes.

32. **Cluster or network approach:** Within the States, SNRLP will follow a cluster or network approach focusing programme interventions on a group of neighbouring communities that share and use a common ecosystem comprising rangelands, forests, water resources or farmland. Thus, the programme communities will be selected based on the shared ecosystem used by them and not according to the administrative boundaries of the localities in which they are situated. The cluster or network approach will ensure that all the communities in the cluster jointly adopt the programme supported measures for coordinated improvement of the status of the ecosystem of the cluster. In the Kordofan region, the programme clusters or networks will be developed mainly around the stock routes. In the Butana region, they will be defined around the networks already identified by the BIRDP. In the Sennar region, these will be developed around the existing clusters formed by LMRP around common forestland, water resources and other NRs.

¹ The Butana area (estimated at 65 000 km²) is located in the rectangular area that is bounded by River Atbara from the northeast, River Nile from the Northwest, Blue Nile from the Southwest and Gedaref-Kassala Road from southeast. It used to constitute one socio-economic and political unit till Sudan’s independence but now falls in nine localities in the states of Khartoum, Gedaref, River Nile, Gezira and Kassala.

² The independence of the Republic of South Sudan denied many seasonal pastoralists access to dry season grazing in the South; thus forcing them to stay for longer periods in the Butana.

33. **Cluster composition:** SNRLP will develop around 150 clusters or networks consisting of 5-10 communities that are the main users of the common ecosystem of the cluster. The estimated distribution of the clusters in the three regions is presented below;

Table: Distribution of clusters

Region	States	Villages	Clusters	Av. village per cluster	village per state	Cluster dev. teams
Butana	5	400	30	13	80	8
Kordofan	3	500	100	5	167	10
Sennar	1	100	20	5	100	2
Total	9	1,000	150	23		20

- *Butana region:* In the five States in the Butana region SNRLP will develop around 30 clusters, engaging up to 400 communities, with 7 to 20 communities in each cluster.
- *Kordofan region:* In the 3 States in the Kordofan region, the programme will develop around 100 clusters, including around 500 communities with 5-7 communities in a cluster.
- *Sennar region:* In Sennar State, SNRLP will develop around 20 clusters encompassing about 100 communities with 5-7 communities in a cluster. The distribution of the clusters across the programme regions is presented in the table below;

34. **Cluster or network selection criteria:** A cluster or network selected by the programme must have some common area between the boundaries of the member communities that is shared by the communities for common use such as rangeland, forestland and watershed.

35. **Cluster or network selection process:** In coordination with the CPCU, the SPCU in each State will carry out a cluster or network mapping exercise at the beginning of the programme resulting in the identification and listing of all the clusters or networks that can potentially benefit from programme interventions in each State. The identification of the clusters or networks will be based on

- land use maps to identify the natural resources under pressure;
- maps of child malnutrition to identify areas of high poverty;
- identification of previous IFAD villages/clusters

36. From the listed clusters or networks, the programme supported clusters or networks will be selected based on specific criteria which will include:

- Level of poverty and vulnerability in the communities in the clusters: The level of poverty will be determined by using tools that have been used by previous IFAD projects such as the Community Capability Index and participatory wealth ranking.
- Level of support by recent IFAD projects and their preparedness to engage in sustainable NRM activities and act as catalysts in the selected clusters or networks.
- Pressure on NRs in the cluster due to high dependence on natural resources, climate change, desertification and conflicts;
- Level of degradation of the shared natural resources in the common areas;
- The size of the degraded common areas shared by the communities;
- Pressure on the common resources by the users and conflict between communities over shared resources;
- Presence, status and activities of community institutions in the clusters or networks and

- The nature and extent of investment by previous IFAD project (see next section). Special focus will be placed on the selection and development of the communities where the pastoralists originate.

37. **Programme phases:** SNRLP will develop the clusters or networks in two phases, the integration phase and the scaling up phase as described below;

38. *Integration Phase (Years 1 and 2):* In this phase SNRLP will focus on developing and showcasing the achievements of the programme in around 50 'integration clusters' or networks in the nine programme States (5-6 clusters per State). SNRLP will catalyse rapid changes within these clusters by building on and scaling up the promising NR related interventions of previous projects in 1-2 communities, e.g. existence of strong VDCs, Community Development Committees (CDCs), Village Savings and Credit Groups (VSCGs), previous investments in rehabilitation of water points, strong presence of PFIs, etc. The integration clusters will become models of NR governance and management, showcasing the success stories and motivating other clusters or networks in the States to express interest in adopting the programme interventions.

39. In general integration clusters will be characterized by the presence of suitable conditions to demonstrate very good results within a very short time; and ii) better preparedness to quickly integrate NR governance and management interventions with the crop and livestock production activities. The SPCUs will pre-select the integration category clusters or networks based on criteria including the following:

- presence of one or more communities with previous experience of IFAD co-financed projects;
- opportunities to build on the investments/achievements of previous IFAD co-financed projects, e.g. opportunities to improve the management of a hafir or effectiveness of a conflict resolution centre;
- presence of strong champions and village institutions (VDCs, groups) who can be easily oriented and capacitated to promote the SNRLP supported activities and benefits within and outside the cluster;
- evidence of harmony and collaborative spirit amongst the communities in the cluster; and
- appetite to quickly resolve the issues related to the use of shared natural resources by adopting programme supported NR governance and management frameworks. The achievements of the integration phase will be widely publicised.

40. *Scaling-up phase (Years 3 and 6):* In this phase SNRLP will expand its outreach to an additional 100 clusters or networks which express interest in adopting the programme interventions (after witnessing the success of the integration clusters or networks) and fulfil a set of preconditions, demonstrating their preparedness for SNRLP implementation. The State Programme Coordination Units (SPCU) will start the orientation of potential scaling-up clusters during the integration phase itself, by exposing the representatives of these scaling-up clusters to the programme approach, success stories and benefits achieved in the integration clusters. Those clusters interested in replicating these success stories in their areas will be advised to adopt a set of preparatory measures to become eligible for programme assistance during the scaling-up phase. These measures will include:

- Voluntary formation of general assembly, VDCs and CDCs and different committees according to programme guidelines;
- Resolution by these institutions to abide by NR governance and management frameworks developed with programme support
- Development of VSCGs, Natural Resources Livelihood Groups (NRLGs) and Vulnerable Women's Groups (VWGs) according to programme supported guidelines and achievement of basic targets by these groups such as

savings mobilisation, adoption of bye-laws, regular meetings and group registration.

41. Each year the programme will invite expressions of interest from potential scaling-up clusters, to participate in the programme. The programme will evaluate the results of the preparatory measures (discussed above) adopted by the clusters and select the ones that are better prepared to readily implement programme activities.

42. The two phases described above will not operate in isolation. Showcasing the achievements in the integration clusters will continue even after the first two years to motivate other clusters and disseminate good practices. Similarly, expansion of outreach to the scaling-up clusters is expected to start in the second year itself while the integration phase is still ongoing.

2.4 Target groups and strategies

43. Target groups and how each groups will be targeted

44. SNLRP will provide services to 120,000 HHs (70 per cent of average village population) and 720,000 household members. SNLRP’s principal target group will be poor smallholder farmers (50%), agro-pastoralists (30%) and pastoralists (20%). Within these groups, there will be special emphasis on the inclusion of youth (30%), women (50%) and vulnerable women headed households (14%). However, within a given ecosystem, other actors who are using the natural resource, such as larger farmers or enterprises, will be included in institutions and networks for improved governance and conflict management. The institutional structures strengthened and created by the programme for the sustainable management of natural resources will be inclusive and will ensure the participation of the poor, women and youth. The investments in livelihoods will have a strong focus on expanding opportunities for women and youth across different categories of the target group. The estimated outreach to these groups through different types of NR related enterprises is summarised below. These figures are subject to changes during implementation as the actual mix of items and the quantities will be determined by the communities and individuals based on annual planning.

Table: Target group outreach

Activities	Beneficiaries				Youth	Total Women HH	Women headed HH
	Small holder farmers	Agro pastoralists	Pastoralists	Total			
• Water management services	2,250			2,250	1,125		
• Crop and fodder production	18,495	12,480		30,975	14,287	9,008	
• Forestry development activities	4,875			4,875	2,438	1,463	
• Women farms, nurseries, jubrakas	16,600	13,600		29,900		24,200	7,200
• Animal health and IPM services	450	450		900	450	270	
• Machinery services	1,500			1,500	750		
• Storage services	1,500			1,500	750		
• Gas stoves	10,760	8,840		19,600		16,600	9,600
• Pastoralist enterprises			24,000	24,000	12,000	7,200	
• Youth businesses	3,570	630		4,200	4,200	1,260	
Total	60,000	36,000	24,000	120,000	36,000	60,000	16,800
Percentage	50%	30%	20%	100%	30%	50%	14%

45. **Smallholder farmers:** Smallholder farmer HHs are highly dependent on NRs, such as cropland and water resources and their livelihoods are greatly affected by the deterioration in the status of these NRs. They rely on rain-fed agriculture and cultivate upto 15 feddans growing food and cash crops such as sorghum, millet, sesame, groundnut and gum Arabic in fields located both close and far from their homestead, generally within a radius of 10 km. Most HH have some livestock. Poor smallholder HHs face food insecurity during about 5-6 months a year arising from low agricultural productivity due to limited availability of good quality seeds, inadequate access to

machinery services, labour shortages, erratic rainfall, pest infestations, declining soil fertility and limited access to extension services. They also face drought and water shortages during the dry season due limited water availability and high cost of purchasing water. Limited access to credit and lack of savings prevents these HHs from purchasing inputs and accessing machinery services.

46. They usually receive low prices from the sale of their products due to absence of organized commodity markets and the need to sell their products as quickly as possible after harvest to gain cash which weakens their bargaining power. Lack or limited access to credit together with poor savings is one the main constraints that prevents HHs from purchasing inputs and accessing hired machinery and labour for the more expensive and labour intensive farming activities - weeding and harvesting. As a result, households leave part of their available land uncultivated and engage in off-farm casual labour, for example gold mining, handicrafts and petty trade, or charcoal making and sale.

47. Around 50% of SNRLP target group will be smallholder farmer HHs. SNRLP will assist these target group to: i) adopt soil and water conserving farming techniques and climate resilient cropping practices; ii) improve access to water supply during the dry months; iii) develop savings practices, access credit and seed capital finance from the programme to purchase and use better quality agricultural inputs; and iv) benefit from extension advice. Through these activities these HHs will improve their income and also contribute to the improvement in the status of the NRs used by them.

48. **Agro-pastoralists:** In addition to the farmland and water resources the agro-pastoralist are highly dependent on rangeland and their livelihoods are greatly affected by the degradation and shrinking of the rangelands. They depend on farming for food security but rely more on livestock for income. In addition to challenges in small-holder farming, they face challenges in accessing grazing areas, productivity of their animals, access to animal feed supplementation and veterinary services. Most of their animals are milking cows or female lactating camel and/or small ruminants depending on the area. Labour, both for herding and farming is provided by family members, herding is usually entrusted to children and young adolescents.

49. Around 30% of SNRLP target group will be agropastoralist HHs. SNRLP will assist the agro pastoralists with similar activities as the smallholders and additionally support them for better access to fodder and improved animal health services. The development and implementation of NR governance and regulation framework in the communities will improve the quality of the rangelands and the health of the livestock resources of the agro-pastoralists.

50. **Pastoralists:** Pastoralists are highly mobile mostly without farming practice and depend on NRs such as common rangelands, agricultural residue from farmland and water resources. Most pastoralists move from north to south and vice-versa. In the dry season they migrate southwards to the higher rainfall regions and often beyond the programme area and during the wet season they retreat northwards to escape tsetse flies (for those using the far southern parts) and muddy conditions characterizing the clay plains, and to graze the annual forage available in the Qoz and the arid, semi-arid lands, covering the central, the north-eastern and the northern parts of the country. In normal rainfall years the nomads stay longer (about 3 months) in the north in their makharef (common grazing lands in the rainy season) before returning south. In poor rainfall years they usually limit their northwards travel and return south within four to six weeks. Pastoralists face challenges such as blocked stock routes and loss of open access grazing areas; rough conditions on the stock routes including water availability and primitive shelters; livestock health issues; and conflicts with agriculturalists and in some cases with gum arabic bush owners. Their problems have increased due to diminishing access to common grazing lands, conflicts with settled farmers over animals entering cultivated fields and highly limited access to social services. The semi-nomadic

pastoralists live typically in 'fariqs' settlements of 20 to 45 households. They are increasingly under pressure as populations grow, commercialization increases, rangelands become privatized and social support is reduced. They rely on more diversified activities for income generation.

51. Around 30% of SNRLP target group will be pastoralist HHs. SNRLP will support the pastoralists to diversify their livelihoods by adopting a range of pastoralists' enterprises such as milk production, processing and handicrafts making and selling. The development of the 'fariqs' will be supported to assist income diversification and access to social services. Stock route development activities will provide the pastoralists with better access to animal, health care and other services along the way. Their engagement in with programme supported rural institutions and access to conflict resolution centers will reduce conflict with settled communities.

52. **Women:** In smallholder farmer HHs, women are deeply involved in the use of NRs through their involvement in crop production, livestock care and regular household activities. They carry out farming activities in the household fields (jubraka, 2 feddans) growing tomatoes, cowpeas, okra, millet, maize, etc. for both consumption and sale. In the Butana region women's participation in agriculture is relatively limited as farming land can be far from the house. Women also collect and sell of forest produce, make handicrafts and carry out petty trading activities.

53. In agro pastoralist HHs women are more involved in livestock related activities taking care of the young animals, milking and dairy processing. In addition to these tasks women carry out other HH tasks such as cooking, child care, carrying water, gathering fuelwood and fodder. Despite their heavy work burdens, women face discriminatory social norms leading to early marriage, domestic violence and low levels of participation in decision-making at the HH and community level.

54. Women pastoralists are vulnerable due to fewer livelihood alternatives and limited healthcare services. In certain areas, due to security concerns women are no longer able travel with the herds, resulting in loss of income from selling milk and clarified butter and exposure to conflicts with settled farmers over animals. The situation that the pastoralists are confronted with and their strategies for dealing with the challenges are in transition over the last few years. A more detailed and State-specific description of this target group will be developed at the stage of programme implementation to identify the specific constraints facing them in different regions and fine-tune the programme's strategies.

55. Women will constitute 50% of SNRLP target group. SNRLP will support the involvement of women in a range of NR related livelihood activities including jubraka farming, home gardens, and nurseries. They will be involved in savings groups and will have access to seed capital and credit to engage in a range of youth and pastoralist enterprises. Their access to gas stoves will replace dependence on firewood and will ease their work and also reduce the pressure on the NRs.

56. *Vulnerable women headed households:* Women-headed households include women left by/divorced from the husband, women in polygamous households who are no longer supported, widows, single women responsible for dependents, married women whose husband is incapable of functioning as an income earner, married women who have been abandoned by their husbands for any reason. In Sudan, these households are still under the nominal supervision of a male head, although it is up to the women to earn a livelihood and look after the children which makes them particularly vulnerable.

57. Out of the 50% outreach to women, around 14% will be vulnerable women headed households. SNRLP will support vulnerable women by providing them with access to revolving funds for supporting gas stove financing and jubraka farming.

58. **Rural youth, particularly unemployed young women and men:** Youth oriented NR related livelihood activities can greatly assist the development of the NRs in the programme area. The majority of the young people live in rural areas with limited access to basic services and livelihood opportunities. Most of the opportunities for earning a living for young women and men in rural areas are linked to agriculture. Unemployment is largely due to limited education and skills, lack of capital to start any kind of business and lack of employment opportunities in rural areas. The kinds of livelihoods young men aspire to engage in include mechanized agriculture, animal fattening, shops and trades, hotels etc. Young women face the challenge of early marriage, double burdens of household and agricultural work as well as restrictions on trades considered unsuitable for women. Their aspirations include teaching, tailoring, arts and crafts, restaurants, food processing, poultry keeping, livestock fattening. The key coping strategy for young women and men is to migrate to cities to find employment. The programme will promote youth involvement crop, fodder and forestry development activities. Youth groups’ partnerships with the Village Development Committees will be supported for youth engagement in community water management services, machinery services and storage services. Access to seed capital financing and credit will support youth engagement in a range of youth enterprises which will develop youth livelihoods and also promote the sustainable use of the NRs.

59. **Targeting strategy:** In order to ensure the inclusion of the target households, specially the social inclusion and empowerment in particular of women, youth (18-35 years) and pastoralists SNRLP will adopt geographic targeting, self-targeting and direct targeting measures. The targeting matrix summarising the targeting strategy is presented below;

	Target households (<i>smallholders, agro-pastoralists, pastoralists</i>)	Women	Youth
Geographical targeting	Programme areas selected with - high incidence of poverty ranging from 26-60%; Acute malnutrition ranging from 14-20%; - high dependence of small-holder farmers, agro-pastoralists and pastoralists on NR; - vulnerable NRs due to increasing population, high dependence on NR for livelihoods, lack of regulation, mismanagement , etc.		
Self targeting	- Programme activities focused on NR related actions will be adopted by target groups due to their high dependence on NRs. - Participatory development of NRLMP and NRLIP will tailor programme activities according to the needs of the target group	- Support to jubraka, home gardens and nurseries favours the involvement of women. - Support to village savings and credit groups favours women’s inclusion - Introduction of microirrigation, domestic water supply etc, will reduce drudgery of women	
Direct targeting	- 50% smallholders - 30% agro pastoralists - 20% pastoralists,	- 50% women quota for seed capital financing of NR related enterprises - 100% support to women for home gardens, nurseries and jubrakas - 100% revolving fund support to vulnerable women for jubrakas and gas stoves - Savings and credit groups, nutrition awareness training	- 30% youth quota for seed capital financing of NR related enterprises - 100% support to youth for 4,200 youth enterprises - 50% youth groups involvement in management of water supply, machinery services and community storage services

60. *Geographical targeting* measures will be adopted to reach those areas with higher concentration of target households. The details are already described in the section on geographic area of intervention;

61. *Self-targeting* measures offering activities suitable enough and of interest to the target households will be ensured through participatory formulation of Natural Resources

and Land-use Management Plans (NRLMP) and Livelihood Investment Plans (LIP) the two key planning and investment tools for the clusters or networks and the communities. Participatory development of these planning and investment tools will ensure that the activities which are identified correspond to the priorities and capacities of the programme's target group; Self-targeting will be facilitated through use of gender-sensitive delivery systems (e.g. delivering training at village level), capacity-building tailored to the needs of women, youth and pastoralists and an on-going consultative process with beneficiaries through committees and forums;

62. *Direct targeting* of the target households will aim at programme outreach to 50% small-holder farmers, 30% agro-pastoralists and 20% pastoralists. Overall 50% outreach to women and 30% outreach to women will be accomplished. The nature of the activities that will be supported through direct targeting has already been highlighted in the earlier section on target groups. Direct targeting will start with the development of the NRLMP and LIPs wherein programme resources will be allocated to achieve the above mentioned outreach targets through different programme supported activities.

63. The detailed list of programme activities for direct targeting of women and youth is presented in the below.

- 50% of enterprises supported with matching grant will be for women
- 50% of enterprises supported by the programme will be for youth
- skill training will be reserved for women and youth
- women's access to training offered by the programme will be ensured by offering trainings at the village level, with the exception of some technical training like those for para-vets that require a facility
- women and men will be both involved in the technical subjects of extension as well as community mobilization and group organization
- well-being and nutrition of women and children in particular will be improved through support to jubrakas (kitchen gardens) and nutrition awareness training by a nutrition teacher who will reside in the village for 3 months
- women groups (80% women headed-households) will receive support for setting up farms to generate - income and support food availability in villages which have the highest rates of malnutrition
- women groups will be supported to set up nurseries
- women and youth groups will be supported to set up businesses through matching grants with priority given to businesses that reduce pressure on natural resources such as production of green charcoal, manufacturing bricks, LPG refilling stations, etc.
- access to LPG and Gas stoves will be facilitated through linkages with MFIs for the poor and Community Investment Funds for women-headed and very poor households- this will save women's labour and conserve trees.
- asset transfer to support livelihoods for women-headed households and the very poor will be provided through CIF
- women will be facilitated to form and where possible formalize Savings and Credit Groups
- the inclusion of women and youth in forums formed for discussion on NRM will be ensured
- Women and men will receive GALS training to build confidence through developing a vision for their lives, increase awareness of gender roles in the households and communities, improve their capacity to negotiate needs and interests as well as to find innovative, gender-equitable solutions in livelihoods planning and value chain development. All programme staff will receive an orientation on GALS at the beginning of the programme to support the implementation of GALS and sensitize the staff to gender issues.

- The staff members trained on GALS will include the community development officers who will be responsible for disseminating these inputs at the community level, both directly and indirectly through young professionals and young extension agents.

64. **Implementation of the targeting strategies:** SNRLP will conduct sensitization of implementers and policy makers to the strategic interests and needs of women, youth and pastoralists, quotas to ensure their representation of on programme-related decision-making bodies and committees and in programme-related activities. The M&E system will incorporate smallholder HH, agropastoralist, pastoralist, gender, youth disaggregated indicators. The NRLMPs will include socio economic details of each HH which will be used to determine their eligibility for programme support and also for tracking the changes in their socio-economic standards over the programme lifetime. The socio economic details in the NRLMP will include

- community capability index and participatory wealth ranking of all the households in the cluster;
- categorization of the households into the smallholder, agro pastoralist and pastoralist categories;
- identification of women headed households and unemployed youth in the clusters; and
- outreach targets of the potential programme activities in the clusters according to the different target groups based on the PDR guidelines.
- The CDC/VDCs will ensure that the NRLIPs recommended by them for seed capital financing from SNRLP, comply with the targets set in the NRLMPs for inclusion of different target groups.
- The Community Development Teams will be responsible for monitoring the compliance of actual outreach to the targeted outreach to the different target groups.

65. Women and youth participation in community institutions will be improved through quotas for their participation in VDC and CDCs, NRM forums at different levels and different committees formed by these institutions. The range of measures for this purpose are as follows

- Women will constitute a minimum of 30% and youth will constitute a minimum of 30% of members of VDCs, interest groups and clusters. In addition women and youth sub-committees will support women and youth representatives in the clusters
- in case of under-representation in any forum or activity, concerned programme staff will be responsible for determining the causes and taking corrective measures
- the participation of women and youth in the development of the NRLMP and the reflection of their priorities will be ensured by programme staff
- the representation of women (50 % and youth (30 %) in NRM forums at locality, State and National level will be ensured.
- 15 % of committees will be women-led.

66. Similarly, gender representation in programme management will be ensured through the following steps;

- Attempt to have 50 percent of programme staff as women
- Include A Gender and Community Expert will at the CPCU to direct and support the mainstreaming of gender in the programme
- (iii) Gender Specialists will be placed in each State Coordination Unit
- The TOR of all Staff will include responsibility for mainstreaming gender
- Community mobilization teams will comprise of one man and one woman
- Community Extension Workers will be 50 percent youth and 50 percent women

- 50% of Young Professionals recruited by the programme to support community mobilization and women's empowerment in the village will be women, 100 percent will be youth
- a Gender, Targeting & GALS orientation workshop will be held for all programme staff in Year 1 of the programme with the objective of kick-starting the development of Gender & Targeting Action Plans for each State

67. **Nutrition and food security strategy:** Malnutrition in the project areas is firstly due to food insecurity and periods of hunger among the target population which needs to be addresses as a priority and then combined with nutrition awareness raising. The project's nutrition and food security strategy is therefore foremost focused at increasing food production and income generation from sustainably managed and equitably governed natural resources securing access for more vulnerable groups. In addition to income generating activities, the project will increase food production and also bust the nutrition value of available food through:

- Mainstreaming a participatory diagnostic of food and nutrition security issues in the development process of NRLMP, including: 1) mapping of sources of food and the periodic/seasonal availability disaggregated by different food groups needed in a complete healthy family diet; and 2) identification of strategies for improving the food system in terms of availability and access to food including for vulnerable groups. These strategies and activities can be linked to the use of the landscape managed by the clusters/networks, improving local market exchange and the exchange between the different communities using the landscape.
- Securing access to dry season fodder, which has already been proven by BIRDP and SUSTAINS to expand animal milk production into the dry season and increase meet production. This will improve the access to animal proteins
- Increasing yields from field crops through improved cultivation techniques and land and water conservation structures and practices
- Improving access to water and technical assistance for crop production in particular for women's vegetable gardens (jubraka, where also some field crops and animal fodder will be produced), which combined with nutrition awareness raising contribute to the improvement of family diets.
- Providing support to women saving and credit clubs to build capacities to buffer against periods with food shortage and engage in small production and income generating activities such as small animal production (poultry, goats and picks)

2.5 Programme components

68. The programme has been designed with two technical components, each with two subcomponents, and a programme management component.

Component 1: Scaling up community based NR management and businesses

69. Component 1 will focus at consolidating and upscaling good practices for empowering communities and networks or clusters of communities and build their capacities in land-use planning and NR governance and management, that takes into account climate change risks. The communities targeted will include mobile (pastoralists), semi-mobile (agro-pastoralists) as well as settled communities of small crop farmers. Subcomponent 1.1 will support communities in the creation of a strengthened village and inter-village framework for land-use planning, negotiation of resources governance arrangements and joint resources management. Within this framework subcomponent 1.2 will support NRM and interest groups in implementing

livelihood investment plans to increase their resilience and benefit streams derived from NRs, production systems and related small businesses.

Subcomponent 1.1: Community mobilization and NR and land-use management planning

70. This subcomponent will support an estimated 1,000 Village Development Committees (VDCs), other relevant community organizations and networks or clusters of VDCs. The objective is to strengthen their organisation in Cluster Development Committees or Network Executive Committees (CDC/NECs) and their land and NR governance systems and institutions. Support will be provided for: mobilizing VDCs and CDC/NECs sharing NRs in common ecosystems and with common interests in addressing governance and management issues; participatory development of NR and land-use management plans (NRLMPs) for village networks or clusters; development of co-management arrangement for the "open access" common areas outside traditional village managed land (hema); land registration; mitigation and resolution of conflict over access to and use of NR; and the formulation of livelihoods investment plans (LIPs).

71. **Mobilizing VDCs and CDC/NECs:** This activity will consolidate and scale up the development of community institutions already started in previous and on-going IFAD projects. Communities already supported would have VDCs and some have been organized in clusters for the development and implementation of Community Livelihood Adaptation and Sustainability Plans (CLASP – IAMDP) and Cluster Adaptation Plans (CAP - LMRP). These clusters, however, tend to be project driven in their formation and need consolidation and formalisation and there is a need to revisit if they adequately cover common ecosystems and needs for addressing NR governance and management issues. To strengthen these clusters, there is much to learn from the good practice developed and implemented under the Butana BIRD Project, where NECs have been formed as a bottom up process defined by the communities and starting with a few pilots. These have now been scaled both in size of each network, including new villages and hamlets allowing for a comprehensive landscape approach, and in new networks formed. The activities and actions they take on to solve common issues go well beyond what the project initially supported (which included Climate Resilience Village Adaptation Plans). This shows their empowerment and that they are fully embracing that by working together they can more effectively pursue their common development aspirations.

72. In order to facilitate the development of VDCs for new communities and consolidate existing VDCs and initiate familiarisation and discussions on the programme's objectives and interventions, the programme (Gender Officers at state level backed by the Senior Community Mobilisation and Gender Expert at the CPU) will mobilise a general assembly comprising all households in the community. The assembly will decide on (or reconfirm/adjust) general functions, number of members (around 10-12), and elect or reconfirm the VDC members including youth and at least 30% women. The VDC will in consultation with the assembly form subcommittees as needed and as the VDC activities evolve. These could among others be on water, forest, rangeland and livestock/pastoral groups, farmland and crop production, innovative technologies and small businesses, or women, youth and vulnerable groups subcommittees.

73. Departing from an initial regional/State-level mapping of socio-ecological units (such as wadis), assessments of NR governance issues and identification of intervention strategies, the programme will facilitate consultations with VDCs for the development or consolidation of CDC/NECs. Already existing CDC/NECs will be taken into account as well as success factors from the Butana best practice. The programme will mobilise a general assembly at the socio-ecological unit level comprising all members of the concerned VDCs. The assembly will decide on (or reconfirm/adjust) general functions of the CDC/NECs, representation of VDCs and different groups (elder, youth, women, nomadic pastoralist communities) in the CDC/NEC, and elect or reconfirm CDC/NEC members

including youth, elderly, at least 30% women and when relevant representatives for mobile pastoralist communities. The members of the CDC/NECs will elect a three member leadership team comprising a Chairperson, a secretary and a treasurer. The CDC/NEC will in consultation with the cluster or network assembly form subcommittees as needed and as the cluster/network activities evolve. These could in addition to the ones mentioned for the village level be on land-use mapping, resources governance and registration of community rangeland and forest land, and conflict resolution. In addition the CDC/NECs should establish two more crosscutting committees namely a cluster advocacy and communications committee (CACC - see component 2) and a Cluster Procurement Committee.. The programme will aim to meet the target for VDC and CDC/NEC development during the first four years of implement to allow sufficient time for capacitating these institutions before the end of the programme. The broad targets for the development of VDC, CDC/NECs is presented below;

Table XX – Outreach of VDC and CDC/NECs

Details	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
- No of CDCs/NECs	30	45	60	15			150
- No of VDCs	200	300	400	100			1,000
- No of groups (<i>details follow</i>)	500	1,000	2,500	1,000	500		5,500

74. The VDCs and CDC/NEC will be supported in their formalisation by registering as voluntary organisations and opening a bank account. The members will be trained on the principles of land-use planning, NR governance and integrated NRM practices, transparency, accountability and organisational management, resource mobilisation and reporting, and investment in cluster/network and community development activities. Facilitation will also be provided to raise awareness, and apply tools for implementing specific targeting strategies that ensures representation and participation of youth, women, vulnerable households and nomadic pastoralist communities in subcommittees, interest groups.

75. The Senior Community Mob and Gender Expert at the CPCU will anchor the development of the community development manual including inputs from other experts in the CPCU and the SPCU teams. The inputs from the states will be sourced through written contributions as well as through a series of community development manual development discussion sessions during the formulation stage. The manual will highlight the variation in the community development approach in the different regions if any. At the State level the Gender officer will anchor the community mobilisation activities. The State technical teams will train the CDTs on the community mobilisation manual and the CDTs will further train the YPs. The CDTs will initiate the VDC development in the community level and the YPs will follow up on the process in coordination the CDTs. The State technical teams will oversee undertake regular monitoring visits to ensure effective mobilisation of the VDCs.

76. **Development of NRLMPs:** The programme will support the CDC/NECs in conducting a participatory community and inter community planning process leading to the formulation and ownership of a NRLMP. The NRMLP will provide a framework for the communities to address NR governance issues, invest in their NR and derived livelihoods, and enhance their food and nutrition security and resilience. In addition to village assemblies and VDCs, representatives of Locality governments, native administrations and NGOs covering the target communities should be involved in the process. The process will aim at addressing governance and land-use issues related to forest, range and crop land as well as areas important for protection of water resources, areas adequate for rainwater harvesting and related catchments. Special attention will be given to livestock routs, where relevant, in order to increase mutual benefits and avoid conflicts between the cluster or network communities and pastoralists and agro-pastoralists passing through their area.

77. The NRLMP formulation process will include:
- review of eventual existing CLASP or CAPs and progress in their implementation and identify gaps to be addressed in inclusiveness, sustainability of interventions, landscape and NR governance coverage, and mainstreaming food and nutrition security and climate change resilience in NR management and livelihood investment activities;
 - mapping existing land and NR uses and users including women, youth and mobile pastoralists and ensure all are included in the process;
 - assessing climate change risks and livelihood vulnerabilities combining analysis of historical trends and future scenarios with local knowledge;
 - analysing the main degradation risks, related drivers, and access limitations for vulnerable groups associated with current land-uses;
 - mapping of sources of food and the periodic/seasonal availability disaggregated by different food groups needed in a complete healthy family diet and analysis of causes of food shortage;
 - formulation of a vision for future land-uses and NR governance and management at the cluster/network and community levels;
 - identifying and prioritizing interventions and investments for improving productive and sustainable use of NRs, improving food and nutrition security and livelihood resilience and exploring new opportunities for small businesses and linking the different land-uses in integrated farming, food and NR use systems;
 - mapping of existing native administration practices and formulation of by-laws and regulations for community land and NR use, that will support the implementation of the vision of the NRLMP and guide investments;
 - formulation of indicators, targets and timelines and monitoring and follow up mechanism for the implementation of the NRLMP;
 - Detailed socio-economic profiling of the cluster/network including
 - community capability index and participatory wealth ranking of all the households in the cluster;
 - categorization of the households into the smallholder, agro pastoralist and pastoralist categories;
 - identification of women headed households and unemployed youth in the clusters; and
 - outreach targets of the potential programme activities in the clusters according to the different target groups based on the PDR guidelines.
 - adoption of the NRLMP as a live document by the village and VDC assemblies.

SNRLP will use LDCF/GEF funds to support the participatory climate change vulnerability assessment, capacity building in managing climate change risks and identification of adaptation and resilience enhancing activities as part of the NRLMP formulations.

78. In the formulation and implementation process of the NRLMPs attention will be given to strengthening linkages between local community institutions and native administration and local and state government institutions that should have a role in facilitating land-use governance and NRM at a more macro level. For local governments (Localities) the focus will be on strengthening their role in facilitating linkages between communities and the State governments around land and NR policy issues and development services but also in facilitating linkages between communities across Localities.

79. **Development of co-management arrangement for "open access" common areas:** These linkages and involvement of the macro level is particular relevant in regulating access and use of natural resources in the "open access" common areas including part of livestock corridors, rangeland and forest areas outside traditional village managed land (Hema). These areas will not be captured by the NRLMPs and are highly

complex because of the many different users and may require conflict resolution centers. There are a few initial experiences with rehabilitation and establishment of co-management arrangements with surrounding villages of some of these areas, but institutionalised governance systems does not exist.

80. The programme will facilitate that the capacities build in the clusters/networks on NR governance and management are used to further develop and implement co-management of common "open access" areas. Joint land and NR use governance and management plans will be developed between CDC/NECs and other mobile users of the areas and clear management responsibilities will be identified and assigned by the relevant State governments. These responsibilities could either be assigned to community networks or clusters or to Localities, native administrations or the State government. The programme will also support a mechanism for monitoring the adherence to the plan and a revenue collection and reinvestment plan for ensuring the long term sustainable use. At the same time the programme will under component 2 support that these arrangements are institutionalized at higher levels of governance and the functionality of the conflict resolution centres will be supported and strengthened.

81. **Land registration:** To support the institutionalisation of the NRLMPs the programme will support the CDC/NECs in having them authorized and registered by the respective State governments and incorporated into State-level land use zoning and planning frameworks (see component 2). Capitalizing on the 2015 Range and Pastures law, where appropriate, the pastoral communities and CDC/NECs will be supported in the demarcation and registration of livestock routes, village hema, communal rangelands and community forest land. This will secure their assigned user rights by the State government. SNRLP will use LDCF/GEF funds to partly support land registration activities.

82. **NR Conflict resolution mechanism:** In the formulation of the NRLMP attention will be given to identify the traditional and existing roles of native administration in supporting the governance of land and NRM in particular in dispute and conflict resolution. Needs for adjusting and strengthening this framework in order to implement the NRLMPs will be identified. On this basis the programme will support the strengthening of rules and bylaws and conflict resolution procedures and institutions including escalation steps, roles and responsibilities, and training of mediators and community institution members so they can fulfil their roles. The programme will also support reinforcement of conflict resolution centers established by the previous WSRM programme along three stock routes in Kordofan and eventually support the establishment of new centers in relation to the co-management of "open access" common areas which may include other stock routes.

83. **Formulation of livelihoods investment plans (LIPs):** Based on the land-use and NR governance and management framework and priority interventions identified in the NRLMP different NRM and interest groups will be formed at village and cross village level who would like to come forward and propose ideas for LIPs. Depending on the area of investment and in order to increase the involvement and benefits to women, youth and vulnerable households, the groups may be characterized as the following types: i) Village Savings and Credit Groups (VSCGs); ii) NR Livelihood groups (NRLGs); and iii) Vulnerable Women's Groups (VWGs). They will start as informal groups but as they evolve the programme may support them in registering as voluntary organisations or producer associations and opening bank accounts. According to needs and interests they will all be offered training in: simple financial literacy including number record keeping, budgeting and financial planning and management of cash flows; and organisation management. They will also be offered additional training on topics of general relevance such as climate change risks and measures to build community and household resilience; healthy diets and nutrition also supporting family resilience on which basic training has already been conducted during the development of the NRLMPs.

84. **VSCGs:** Around 3000 VSCGs will be supported building on the positive experience from previous and current IFAD projects and involving 70% women. The groups will be supported from the beginning of the engagement with communities in parallel to the formulation of the NRLMPs. In addition to the training already mentioned they will be trained in saving and credit management, and (when maturity and willingness allows) how to organise into VSCGs associations and access and manage capital from micro finance institutions (MFI). When the VSCGs have built sufficient capital, they will be supported in the development of LIPs for small investments in individual or collective businesses related to the sustainable use of NR and increasing the resilience of their livelihoods by diversifying and increasing productivity.

85. The VSCGs will be neighbourhood groups with an average of 20 members from the same neighbourhood joining voluntarily based on group formation guidelines. Only one member per household can be a member. In the first year, only women's VSCGs will be developed in a community as there is more community support for women's VSCGs during the initial period. Men's groups will be developed from the second year depending on interest.

86. **NRLGs:** Around 3000 NRLGs will be supported expected to involve at least 30% women and coming together around common NR management and production interests. These groups may be business or non-business oriented and include VDC/CDC/NEC subcommittees, youth groups, mobile pastoralist groups and groups for forestry development, water management, provision of machinery services, livestock or crop production. Under the leadership of the VDCs and CDC/NECs initial ideas for proposals will be prioritised and the programme will support the groups in the development of LIPs.

87. **VWGs:** Based on participatory wealth and vulnerability ranking exercises, the programme will support VDCs in reaching out to women heading households or women from other vulnerable households with limited capacities to be economically productive and encourage them to form VWGs. An effort will also be done to reach out to mobile pastoralist and where relevant internal and cross boarder displaced communities to facilitate the formation of VWGs. Around 840 VWGs will be supported in developing LIP proposals for micro businesses and activities that will improve their nutrition security and resilience of their livelihoods.

88. The Senior Community Development and Gender Officer in the CPCU will develop a VSCG development manual based on inputs from the states and other projects. The Gender expert in the SPCU will oversee VSCG development in the States. The CDTs will sensitise, present the VSCG formation guidelines and initiate the group formation process in the communities. The YPs will provide practical guidance to the community during the group formation process. In coordination with the CDTs the YPs will identify, train and mentor two NR livelihood facilitators (NLF) – one male and one female, in each community. The NLFs will be a part of the cluster local extension network. One of their responsibilities will be institutional support to the VSCGs (and others) by facilitating group level financial transactions, assisting VSCGs bookkeeping and reporting and providing linkages to input suppliers and markets where relevant.

89. **Livelihood investment plans:** All LIPs should demonstrate that the proposed activities and investments comply with the following eligibility criteria: alignment with the NRLMP including its NR governance and management framework assigning land-uses; beneficiary co-financing; social inclusiveness (generation of benefits to women, youth or vulnerable households); no duplication of previous similar support to the same group; supporting sustainable use of NR; increasing livelihood resilience and nutrition security for vulnerable groups; and biophysical, engineering, economic, and organisational feasibility.

90. The targets for NRLIP and LIP development is presented below. SNRLP will aim to meet the target NRLMP and LIP development during the first four years of implementation to allow sufficient time for their full implementation before the end of the programme.;

Table XX: Breakdown of NRLMPs and LIPs to be financed

Details	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
- No of groups	500	1,000	2,500	1,000	500		5,500
- No of NRLMPs	20	40	80	10			150
- No of LIPs	250	1,000	2,500	1,250	500		5,500

91. *Mobilisation of LIPs:* The NR related enterprises activities identified in the NRLMPs will be widely announced in the clusters or networks and LIPs will be invited requesting financial support (TA, seed capital, etc) for adopting these enterprises. The programme will provide technical support to the groups to prepare and submit LIPs.

92. *LIP contents:* The LIPs will describe the proposed enterprise and will explain:

- how the activity will address specific NR related challenges in the cluster; ii) how the activity will be managed;
- steps to be taken for compliance with the cluster level NR governance and management framework set up in the NRLMPs;
- benefits from the activity including expected financial returns and plans for distribution and reinvestment of the profits
- schedule for the recovery of the seed capital at the level of the eligible entity.

93. *LIP screening at cluster and community level:* Groups will prepare and submit the LIPs to the VDC. The VDC in coordination the CDC will screen and submit the LIPs to SNRLP along with a recommendation letter requesting SNRLP to provide seed capital support to the enterprise. Screening criteria will include:

- quality and character of the group and the commitment of the members to the success of the enterprise;
- preparedness of the group to implement the enterprise successfully;
- practicality of the enterprise, risks involved, mitigation steps, market potential and marketing arrangements;
- institutional and technical training and capacity building needs of the group;
- adherence to the enterprise list and the enterprise outreach plans of the CDC;
- nature of steps proposed for using NR in compliance of with the NR governance and management framework of the cluster;
- quality of plans and arrangements in place for the reinvestment of a part of the returns from the enterprise in NR improvement activities;
- verification of the availability of co-financing funds;
- need for linkages with partner financial institutions.

94. *LIP verification by Community Development Officers (CDOs):* The CDCs will submit all the screened LIPs in a cluster to the relevant CDOs with a recommendation letter requesting SNRLP for seed capital financing for the enterprise. The CDOs will carry out verification visit to the community and validate the recommendation of the CDCs. The CDOs will forward the verified NRLIPs along with a validation report to the SPCU.

95. *LIP approval by review committees at SPCU and CPCU:* The SPCUs will constitute a LIP review committee to assess and screen the verified LIPs at the State level. The review committee will comprise the

- SPCU coordinator,
- The members of the SPCU technical team
- Representatives of partner financial institutions
- One technical expert as external reviewer

96. The committee will initially meet every month for final screening and approval of seed capital financing for the LIPs. LIPs which are not selected will be referred back to the clusters through the CDOs for resubmission after fine tuning. The review committee will submit the approved LIPs to the SPCU and the SPCU will forward the approved LIPs to the CPCU. The CPCU will also constitute a central LIP review committee which will review and provide final approval to LIPs for seed capital financing. The members of the CPCU will comprise the following

- CPCU coordinator,
- The members of the CPCU technical team
- Representatives of partner financial institutions
- 1-2 technical expert as external reviewers

97. The central review committee will meet monthly and provide final approval to LIPs for seed capital financing.

98. *Procurement of assets:* The approved LIPs will be directed to the procurement teams in the CPCU or the SPCUs based on amount of seed financing and procurement method involved. As much as possible the Cluster Procurement Committee will be involved in the procurement process with strong oversight from procurement team in the SPCU.

Subcomponent 1.2: Implementation of NR-based Livelihood Investment Plans.

99. This subcomponent will support different interest and NRM groups in implementing their LIPs developed under subcomponent 1.1 and contributing to the implementation of the NRLMP. LIPs activities will be eligible within the following NR related investment areas, and cover replication of successful business models and NR management arrangements from previous and on-going projects as well as new innovations:

100. *Rangeland and livestock rearing:* This will include: training of community rangeland guards and other community members in sustainable rangeland management and rehabilitation and protection of buffer areas for particular dry years; fencing of areas for seed production and collection; rangeland demarcation and rehabilitation through seed broadcasting, planting or seeding of native fodder shrub trees, and small rainwater harvesting structures including earth bunds and pits; introduction of hay baling and construction of storage facilities for dry season fodder; livestock rearing and training of youth in community para veterinary services and provision of start-up vet kits; small businesses related to processing and selling of livestock products.

101. *Forestland conservation and related businesses:* This will include: supporting VDCs and CDC/NECs in awareness raising on community forest conservation and management for community and individual benefits (forest fruits and medicine plants and dry season fodder availability); organisation and training of youth forest guards combined with establishment of brick making or gas refilling micro businesses reducing pressure on forest wood and generating economic incentives for forest guarding in terms of incomes from brick making and gas refilling services; Facilitating access to gas stoves via revolving or micro finance schemes managed or facilitated by the CDC/NECs; Training, establishment and operation of community or individual tree nurseries; small businesses related to processing and marketing of non-timber forest products.

102. The LPG stoves and the cylinders will be sourced from LPG dealers/agencies in the nearby towns. Micro finance schemes for cylinders have already shown to be successful and are offered by MFIs. In the case of more vulnerable women and their families who cannot access credits a community managed revolving fund will support their adoption (see para 106 iv) The community procurement committee will select the dealer. Partnerships will be developed between the LPG dealers and local youth as agents (youth

enterprise) in the clusters, to supply refilled cylinders and after sales services to the gas users.

103. *Catchment and water point management:* This will include: developing a cluster or network level framework for Integrated Water Resources Management (IWRM) including a hydrological model with current and future water supply and demand scenarios for wadis, instalment of rain gauges and streamflow monitoring for community-based water resources monitoring and periodic calibration of the hydrological model, and identification of topographical optimal placements and types of water harvesting structures; feasibility studies and construction of water yards and hafirs (include fencing and inlets and outlets structures/pipes, wells, solar panel pumps and drinking troughs for animals away from the water points) or other community water harvesting infrastructures including water spreading and diversion along selected wadi systems; training of youth as water guards for management of water points and protection of the catchment area/buffer zone; training and facilitation for the establishment of water management committees and governance and operation schemes under VDCs or CDC/NECs including fee collection and reinvestment in further expanding water harvesting and distribution infrastructure (e.g. pipes and solar pumps) and coverage of labour, O&M and depreciation costs; development of water management manual with detailed guidelines and rules.

104. *Cropland development and climate adaptation in farming practices:* This will include: organisation of women in farmer field schools (FFS) groups for experimental learning in jubrakas cultivation of vegetable, fodder and other crops, the use of climate adapted soil and water management techniques, intercropping, tree windbreaks with nitrogen fixing fodder trees species or other species with food or economic value, and integrated pest management (IPM); investment in the establishment of community jubrakas including fencing and water source using solar pumps (partly financed from LDCF/GEF resources) and complementing with nutrition training and exchange of nutritious recipes using locally produced food; training crop producer groups in the introduction of trees, soil and water management practices, IPM and drought resilient varieties in open field farming; and construction of small soil management and water harvesting structures e.g. stone or earth bunds and planting terraces; small businesses related to processing and marketing of crop products and provision of quality seeds inputs, bio pesticides and machinery services.

105. *Stock routes management and livelihoods of pastoralists:* This will include: Training of conflict mediators and establishment of conflict resolution centers in conflict prone areas along the stock routs (SR); establishment and management of water points outside Hemas including water management committees with representation of all SR users; training of young community para veterinarians and establishment of veterinary services centers with access for mobile pastoralists; organisation of Pastoral Field Schools (PFS) for capacity building and investments with pastoralists in their livelihoods; and nutrition training for pastoralist women and facilitation of exchange of food and recipe among pastoralist, agropastoralist and smallholder farmers along the routes.

106. **Financing for LIP implementation:** The funding provided by the programme for the implementation of LIPs will be determined under the following four ownership and investment types:

- i. 100% programme financing of technical assistance (TA) and 80% seed investment capital for public or common good investments managed by CDC/NECs or VDCs in partnership with NRLGs covering fixed assets, tools, machinery and equipment, essential civil work (e.g. hafirs or water yards, community storage facilities, forestry related enterprises). Beneficiaries will contribute with assignment of land, their time, labour and initial operation and maintenance costs until fee cost recovery is operational;

- ii. Up to 80% programme financing of TA, and 70% seed investment capital (100% for pastoralist enterprises) for common good investments for group enterprises managed by NRLGs, VSCGs or VWGs covering fixed assets, tools, machinery and equipment, essential civil work (e.g. brick making machines for youth groups, soil and water management and terraces works for crop producer groups, women's groups community jubrakas receiving for investments in fencing and water supply system). Beneficiaries will contribute with the remaining 30% investment cost, assignment of land, their time, labour and operation costs;
- iii. Programme financing of TA and 70% of seed investment capital for small start-up inputs for individual household owned production activities supported through NRLGs or VSCGs groups, where beneficiaries will cover the investment cost (e.g. individual jubrakas where women receives training and seeds for the first year but no fencing or water supply system); and
- iv. Seed capital of 100% to establish Community Investment Funds (CIF) managed by VDCs as revolving funds in particular supporting vulnerable women organized in VWGs who cannot meet requirements for accessing micro finance institutions (e.g. gas stoves and cylinders given to women in a VWG, who repay to the VDC, who revolves the funds to benefit women in another VWG, small livestock which will be repaid in livestock offspring revolved to other women). Seed capital investment planned over the programme life is presented below. These figures are subject to changes during implementation as the actual mix of items and the quantities will be determined by the communities and individuals based on annual planning.

Ownership	Enterprise type	No of groups	No of HH	Av. total investment	Seed capital	Beneficiary contribution	Eligible activities
CDC/VDC	- Water supply from hafirs	100	1,500	80,000	80%	20%	earthworks, water point
	- Water yard management	50	750	65,000	80%	20%	borehole, solar pump, water point,
	- Storage facility management	300	1,500	3,000	80%	20%	small storage construction
	- Forestry enterprises	195	4,875	3,000	80%	20%	agroforestry, plantations in common areas
	- Machinery services	150	1,500	10,000	80%	20%	tractor, chisel, conservation agriculture tools
NRLG/hh	- Crop production	785	17,475	3,750	70%	30%	cons. tillage, tolerant seeds, bunds, shelter belts
	- IPM services	150	450	150	70%	30%	sprayer, gloves, protective suit, etc.
	- Animal health services	150	450	200	70%	30%	drugs, syringe and vet equipment
	- Fodder production	450	13,500	3,750	70%	30%	seeds, inputs, fencing, land prep, irrigation
	- Pastoralist enterprises	400	24,000	5,000	100%	0%	tools and equipment
- Youth group enterprises	280	4,200	3,000	70%	30%	tools, equipment, business premises dev.	
VSCG/hh	- Women group farms	150	3,000	2,000	70%	30%	seeds, inputs, fencing, land prep, irrigation
	- Jubraka production	1,000	20,000	120	70%	30%	seeds, inputs, fencing, land prep, irrigation
	- Gas stoves	500	10,000	55	0%	0%	gas cylinders; financed by PFIs
WIG	- Gas stoves to WIG	480	9,600	55	100%	100%	gas cylinders
	- Jubraka production by WIG	360	7,200	120	100%	100%	seeds, inputs, fencing, land prep, irrigation
Total		5,500	120,000				

107. The beneficiary contribution for remaining investment costs and working capital can be from own savings, borrowings from the internal capital of VSCGs and other sources of finance mobilized by the beneficiary. Building on experiences and partnerships achieved in other IFAD supported projects, SNRLP will select partnering financial institutions (PFI) and facilitate beneficiaries' linkages to them so they can eventually meet their beneficiary contribution through access to credit. The SNRLP will provide training and capacity building support to the PFIs as well as support to develop their infrastructure and reduce the cost of delivery in the programme villages.

108. The PFIs will provide the full range of their services in the programme supported communities including support to other non-SNRLP related activities. They will provide savings deposit services enabling the programme supported groups to deposit their surplus funds in savings accounts. The PFIs will be involved in the appraisal of relevant LIPs and will be encouraged to partner with the beneficiaries from the beginning to

finance the implementation of the LIPs. The successful NR based enterprises initiated through seed capital support will meet their additional financing needs for growth and scaling up through the PFIs and beneficiary savings. SNRLP will provide cash flow management training to the beneficiaries focusing on reinvestment of returns from microenterprises for grow the enterprises.

109. **Partnership with MFIs:** SNRLP will select partnering financial institutions (PFI) that are ready to provide access to credit to beneficiaries to help them meet the beneficiary contribution needed to access seed capital financing.

110. *Selection of PFIs:* Two broad approaches will be explored for developing partnerships with the financial institutions.

- The first approach will consist of selection of PFIs in coordination with the CBS-MFU and SMDC, which serve as apex institutions involved in the refinancing and providing technical assistance to MFIs. These institutions are also responsible for following up on commercial banks to devote 12% of their portfolio to microfinance activities. In this approach, SNRLP will select the partner MFIs jointly with the apex institution with the commitment of a dedicated refinancing package from the apex institutions for supporting NR related activities by the MFIs in the programme villages. This approach will be followed particularly if the SPCUs face difficulty in mobilizing partnering financial institutions at the state level either due to the refinancing uncertainties or the risks involved lending.
- In the second approach SNRLP will directly partnered with specific MFIs operating in the programme States based on the willingness of these MFIs to support the programme related activities, their past history of partnering with other IFAD co-financed projects, financial capabilities and reputation.

111. At least two PFIs will be selected in each programme State. Priority will be given to developing partnership with ABSUMI given the history of partnership and investments of other IFAD projects in the development of ABSUMI and its presence in seven out of the nine states. Partnerships are also expected to develop with other MFIs such as the Sudanese Rural Development Company, Ibdaa microfinance company and different State MFIs. MFIs interested in partnering with the programme will submit partnership proposals to the programme, presented along the following outline;

- overall background information about the ownership, management structure, products and delivery methodology, implementation arrangements, partnerships, external funds flows and financial performance of the MFI
- the products and the methodology that will be offered by these MFI. The nature of contractual arrangements to be supported in order to finance the clients should be clearly defined along with the profit margins and profit-sharing arrangements.
- The overall engagement plans of the shortlisted MFIs in the programme villages including NR-related enterprise co-financing loans, crop production loans, other credit products, potential saving services and insurance service facilitation.
- Service delivery arrangements including the details of the branch structures, field visits and village level service delivery, monitoring and repayment collection methodology that will be adopted.
- Projections of the growth in outreach of the services of the MFI in and around the programme villages over the next 3 to 5 years.

- Financial plan with projections of growth in the portfolio, operations costs, revenue and profitability and credit performance in terms of repayment rate and portfolio at risk to be achieved over 3-5 years.
- Volume of portfolio and operations financing that will be required in order to fund the growth in outreach, the sources of such financing, infrastructure requirements and human resource additions and nature of technical assistance, training and capacity building required for achieving the outreach targets.

112. SNRLP in coordination with CBS-MFU and SMDC will review the proposals and select the PFIs based on the following criteria

- wide geographical presence across different states and across multiple programme localities
- implementation the full range of savings and credit services in the programme villages as relevant and not confining these services only to the programme supported NR related activities
- prior experience in successfully delivering loans in rural areas,
- high levels of internal liquidity or existing partnership with refinancing sources such as CBS and SMDC that can generate funds for financing target group farmers
- Flexible and less bureaucratic decision-making process regarding the adoption and implementation of fine-tuned crop production loan products and methodologies
- Experience of partnerships with IFAD projects and understanding of IFAD project policies and procedures
- Expanding rural portfolio with strong financial performance
- Presence of clear organisational strategy and commitment to developing crop production financing portfolio
- Availability of sufficient infrastructure and staff resources to reach between 500-1,000 clients in select programme target villages without any infrastructure or operations support from the programme
- Low interest rate relative to other potential partners

113. The services of the PFIs in the programme clusters will not be confined to the programme supported enterprises. The PFIs will offer the full range of their savings and credit products to the communities. These activities will be carried out directly by the PFIs through their credit officers without the involvement of the programme. The groups developed by the programme can access the other credit services of the PFIs either before or after the seed capital financed programme. Most of the other activities financed by the PFIs are expected to be in the area of financing small trading activities, crop production and other household enterprises.

114. *Support to the PFIs:* SNRLP will provide training and capacity building support to the MFIs as well as support to develop their infrastructure and reduce the cost of delivery in the programme villages. Training and capacity building will be in the form of enterprise development training, exposure trips and technical support to develop specific

products to support the NR-related enterprise loans. Infrastructure support will cover cost of establishing of rural branch/unit e.g. development of branch premises, furnishing the offices, procuring office furniture and equipment, etc. It will also include technology support such as strengthening the MIS and loan tracking systems, adoption of payment systems, mobile banking and agent banking services as promoted by CBS. In rare cases, for high performance PFIs, SNRLP may consider the supply of vehicles and motorbikes to help expand their rural outreach. Their business plans should clearly indicate that the revenue generated from the rural loans over 5 to 6 year period can bear the costs of replacement of the vehicle at the end of its life. SNRLP will consider reducing the cost of delivery of MFIs by providing operations support to cover upto 20% of the operations costs (fuel, salaries, stationery, communication, etc) of the MFIs for delivering their services in the programme villages. The development of the small groups by the programme to which the MFIs are linked, will also be considered as a part of the operations cost support to the MFIs.

115. *Linking groups to the PFIs:* The SPCU will forward the LIPs which require credit support from PFIs (upto 30% of project costs) for credit appraisal and approval. The PFIs will mostly follow Islamic lending practices, mainly *murabaha* methodology for disbursing the loans. In this methodology the PFI will buy the items financed by the loan and sell these to the clients after adding a mark-up referred to as the profit margin. To execute this modality the cluster procurement committee will inform the PFI about the vendor selected by it to supply the items that are financed by the loan. The profit margin for these loans is expected to range between 20 to 24% per annum repayable over 1 to 2 years. However, since the loans from the PFIs will not exceed 30% of the cost of investment of the seed capital financed enterprises, the effective rate of interest for the borrower is expected to be around 5-7%. The PFI can choose to sign the loan agreement either with the group or directly with the individual beneficiaries. All loans will be delivered against group guarantee mechanism whereby in the failure of an individual to repay the other members will collectively repay the loan.

116. **Business development support to NR related enterprises:** SNRLP will support enterprise training and business development activities in the clusters or networks in order to develop the capacity of the groups and individuals to implement the enterprises successfully. SNRLP will engage consultants and partner with other development partners e.g. ILO and UNIDO, and NGOs, to conduct training of trainers targeting the members for the Community Development Teams (CDT) comprising

- the Community Development Officers (CDO),
- Young professionals (YPs),
- Extension resource persons in the communities
- The credit officers of the PFIs

117. Where necessary, the private sector input suppliers and marketing partners will also be capacitated to offer business development services to the target group.

118. The CDTs will then cascade these training by training the groups. The YPs stationed in the clusters will be the focal points for follow-up and in consultation. They will

- facilitate partnership development between the CDC/NEC/VDC and the small groups
- assist the CDC/VDCs and groups to adequately plan and reinvest the returns from NR improvement activities
- provide technical assistance to the groups on subjects such as savings mobilization, business planning, cash flow management, technical aspects of the enterprise, market linkages, book keeping and reporting.
- link the programme supported enterprises to the private sector driven inputs supply and crop and livestock marketing services of IAMDP and LMRP as relevant.

119. *Supervision and reporting:* The YPs and extension resource persons will assist the VDCs to prepare quarterly reports on the progress of the enterprises supported through seed capital financing. Based on the details of these reports the CDOs conduct regular monitoring of the programme supported enterprises. The technical team in the SPCU will also be responsible for monitoring these enterprises during the field visits.

120. **Engagement of village youth and young professionals:** To support extension services to VDCs, CDC/NECs and the various NR and common interest groups and to increase opportunities for youth, the SNRLP will scale up the good experiences of the BIRDP in engaging youth in supporting programme activities. Two different groups of youth will be engaged. One group will be young people from the programme supported villages selected by the village assembly who will be trained as extension resource persons in the different activities prioritized in their NRLMPs and LIPs.

121. Another group will be young professional (YPs), who will go through a practical learning-by-doing training YP programme backed by locality and state extension staff. They will be paid a small allowance and be housed in and by the communities. Their continuous presence will facilitate their rapid learning and understanding of village challenges, dynamics and aspirations and create strong confidence with the people. This will allow them to effectively support social mobilization and organisation, investment and management planning, day-to-day capacity building and technical assistance, and overall catalyse sustainable change processes within the communities related to NR governance, management and livelihood issues.

122. Experience from the BIRDP shows that the vast majority interested and embarking on the YP programme are women. With their presence as articulated and supporting professionals in the villages the YP programme also has a strong impact on the mobilization of women in the villages, change in culture to more openness towards women participation, and accepting women speaking in meetings.

123. An average of three YPs will be engaged per cluster/network for 2-3 years resulting in around 450 YPs engaged over the programme life. At least 50% but more probably 80% of them will be women. The YP programme will be published through announcements in graduate school, student networks, newspapers and radio. After completing 2 years of service in the programme communities they will have increased their employability and the SNRLP will promote their employment in government technical departments, NGOs, and other civil society organisations

Component 2 Improving the institutional framework for upscaling community based NRM

124. This component will support institutional capacity strengthening and policy engagement from local to State and Federal levels in order to institutionalise and scale up proven community and inter-community land and NR governance and management models. It will build on models proven to secure access and benefits to poorer rural communities from previous IFAD projects and build on and complement the activities supported under sub-component 1.1. It will create an enabling environment for community institutions, native administrations, Locality governments and civil society organizations to better engage in policy formulation and implementation processes at State and Federal level. At the same time it will strengthen the capacity of the latter levels for facilitating these processes. The component will also complement and support ongoing or proposed policy engagement processes supported by Federal and State government and other development partners, including in particular those of other IFAD supported projects, FAO, UNEP, UNDP, and the World Bank and national and international research institutions. Particular attention will be given to generating and disseminating knowledge products, fostering dialogue and establishing or supporting multi-stakeholder platforms.

Subcomponent 2.1: Strengthening of legal and policy frameworks

125. This subcomponent will support a participatory review of land and NR governance policies and frameworks, establish an institutional structure for a comprehensive multisector and multilevel consultation and discussion process which will lead to the formulation of focused strategies and revision of policies and regulations.

126. **Reviews of land and NR governance frameworks:** As a first activity this sub-component will support four systematic reviews (one federal and three regional) by independent consultants of existing studies and other knowledge products on the status of land and NR governance frameworks. They will include mapping of existing inter-sectoral and interstate and multi-level land and NR related policy and legislation and analyse key NR degradation and exclusion drivers, gaps, inconsistencies, strengths and complementarities between the different policy and legislative frameworks. Important inputs will be: the three initial regional/State-level mapping of socio-ecological units, assessment of NR governance issues and identification of intervention strategies supported by subcomponent 1.1; the *Natural Resources Governance Framework for Butana* (NRGF) developed with support from the BIRDP; the Land-Use Map for Sennar identifying unsustainable land-use trends and sustainable desired scenarios developed with support from the SUSTAIN project; and the governance and management frameworks developed for three stock routes in Kordofan supported by the WSRMP and status and lessons learned from their implementation.

127. **NR consultation fora for policy formulation and implementation:** The findings from the reviews will be presented and analysed in a series of NR consultative forums/multi-stakeholder platforms at Locality, State, Inter-state and Federal levels. The CACCs created under each CDC/NEC facilitated by subcomponent 1.1 will be the voice of the communities in this consultation process. The CACC will have representatives from the CDC/NECs technical committees, women, youth and native administration authorities. They will be responsible for lobbying, advocacy and communicating cluster level NR governance and management issues (identified in the NRLMP formulation and implementation process) with the local authorities, different levels of government and the private sector. The programme will also support Locality level fora with representatives from the relevant CACCs, mobile communities and the Locality government as well as workshops, exchange visits and other mechanisms for sharing lessons and for formulating joint actions and proposals between Localities.

128. At the state level the programme will facilitate the establishment of a State Cluster Stakeholder Platform (SCSP) with representation from: all concerned CACCs and CDC/NECs; mobile pastoralists communities; Localities; NR related technical departments of ministries at the State level; NGOs supporting NR issues in the state; parliamentarians; private sector; and experts from research institutions and other development partners. The SCSPs will serve as a consultation fora and engage and follow-up with the State Government on NR policy, governance and management issues based on evidence and results from programme implementation at the cluster/network level. The SCSPs will enable the clusters/networks to increase their engagement with the government and participate in consultation processes to have favourable influence on NR policy, governance and management frameworks and to strengthen the institutional setup for implementing these frameworks.

129. *Development of SCSPs:* To develop the SCSPs the programme will mobilise the general assembly comprising all the members of the CDCs. The board of the SCSP will comprise: i) 10 to 12 cluster representatives selected by the general assembly; ii) 6 to 8 representatives of the NR related technical departments in the relevant ministries at the State level; iii) project representatives and experts from other development partners; and iv) private sector representatives. The board can constitute thematic sub-committees namely: i) Water, forest and rangeland subcommittee; ii) farmland, livestock

and pastoral group sub-committee; iii) Innovations sub-committee; and iv) Women, youth and vulnerable groups sub-committee. Additionally, the board can form a 5-7 members State Advocacy and Communications Committee (SACC) with representatives from each of the four technical subcommittees. The SACC will be responsible for lobbying, advocacy, communication and follow up of state level issues, emerging from project implementation, with relevant state institutions.

130. SNRLP will support the formalisation of the SCSPs by registering them as voluntary organisations and opening their bank accounts. The members will be trained on a range of institutional development topics such as governance, transparency, accountability, organisational management, communications, reporting and resource mobilisation. SNRLP will designate office space within the SPCU premises to serve as the secretariat of the SCSPs for the first two years. Thereafter, depending on performance, SNRLP will develop a small secretariat for the SCSPs in land contributed by the government. SNRLP will assist the SCSPs to earn membership fees from the CDCs, benefit from budgetary contributions from the government and generate minor revenue from services to the CDCs, in order to sustain their operations after the project.

131. Interstate platforms will be supported for further consultations at interstate and between the state and federal levels. These platforms may form an interstate task force to follow up on the implementation of reforms and coordinate various initiatives to strengthen NR governance and management. The programme will encourage the SCSPs to create State Advocacy and Communications Committee (SACC). The SACCs will take the lead on representing issues related to state and interstate and state-federal NR governance and management in the interstate platforms. Finally, at federal level it is anticipated that the GoS will confirm the roles and responsibilities of different sector ministries in convening and participating in relevant Federal level platforms that can identify and resolve blockages and monitor and assess progress being made. Consideration will be given to how their participation can be formalized, for example, through the establishment of (or support to already existing but not active) inter-ministerial committee.

132. **Strategies for NR governance and management and revision of policies and regulations:** Based on the four reviews of NR governance frameworks widely discussed and enhanced in the multilevel and multisectoral consultation process, recommendations will be made for revising policies and legislation, developing guidelines, and strengthening associated implementation strategies. Two key areas, which requires interstate collaboration and the involvement of the federal level, are expected to be addressed: 1) the regulation of land and NR use in livestock routes and open access rangeland and forest areas, including strengthening provisions for the assignment of user rights to communities; and 2) how to harmonise and strengthen the sustainability and inclusiveness of institutions and investments in land and NR management.

133. The relevant State and Federal agencies are expected to be key partners in the review process and agreements reached on the recommendations. Based on the agreements, the programme will support processes for revising policy and legislation at State level in the targeted regions and at Federal level. The systematic reviews will also identify other ongoing or planned initiatives aimed at supporting the revision of policy and legislative frameworks and agreements will be reached on how the programme will complement these. Information on revised or new legislation will be disseminated widely at community and Locality levels through various media, including radio, plays, and written materials (in Arabic). Information will also be disseminated at higher levels and in other States and nationally through policy briefs, information notes, workshops and other relevant media.

134. An important activity in the revision of policy and legislative frameworks will be a revision of locality level land-use zoning plans and related regulations to incorporate community cluster/network NRLMPs. Likewise state level land use zoning plans and related regulations will be revised with particular attention given to identifying 'open access' common rangeland and forest areas and livestock routes, especially those that are being encroached on by semi-mechanized or mechanized crop farming or urban expansion. The programme will support an appropriately costed (affordable) updating or revision of these plans. Information from cluster/network and Locality NR governance and spatial planning processes will also be incorporated. A priority state for this activity will be the Gedari state where mechanised farming is causing rapid land-use changes, exclusion and potential conflicts. Maps and information on the revised associated land use regulatory frameworks will be disseminated widely, including at Locality and community levels. Mechanisms will be set up for monitoring and providing feedback on any further encroachment of livestock routes and 'open access' rangeland or forest areas. This will link to the institutional strengthening described in subcomponent 2.2.

135. Expansion of existing early warning systems to SNRLP communities: SNRLP will use LDCF/GEF funds to strengthen the existing Early Warning System (EWS) infrastructure in Sudan as a major element of disaster risk reduction. The aim of the drought and flood monitoring system is to prevent the loss of life and reduce the economic impact of disasters by warning local communities of drought and flood risks, improving their preparedness and decreasing risks associated with crop and food loss. To this end, the SNRLP will build on the early warning infrastructure built by the GEF-funded Climate Risk Finance for Sustainable and Climate Resilient Rain-fed Farming and Pastoral Systems Project as well as LMRP's Drought Monitoring, Preparedness and Early Response System (DMPERS), strengthen its capacities and expand it to the whole SNRLP area. In a first step, a thorough needs assessment will identify existing gaps and potential interventions to improve the existing infrastructure built by the two mentioned projects, focusing on the four inter-related elements: risk knowledge (data should be systematically collected and analyzed and risk assessments performed), monitoring and warning service (the system should be in place to monitor hazards and provide early warning services), dissemination and communication, and response capability.

136. A functioning Geographic Information System (GIS) is an important part of any early warning system to help local institutions and communities to base their decisions for land-use on sound and accurate information. Therefore, SNRLP will address the gaps in existing efforts to establish an integrated GIS system for early warning purposes and support the mapping of ecosystems in the targeted area, showing agroecological zones, livestock routes, climate change and environmental vulnerability. Such tools, besides the obvious usefulness for planners, will allow inserting the local actions within an integrated and ecosystem vision of natural resources management and adaptation to climate change. A special attention will be given to mapping the livestock routes, pastoralists being one of the most vulnerable groups. Indeed, the region targeted by the programme is crossed by many livestock routes, which pass through vulnerable areas which have been affected by drought and rainfall reduction, negatively impacting the quantity and quality of livestock production. It is thus important to get a clear picture of the vulnerability of the different zones traversed by the livestock routes, as a tool for negotiation and sustainable solutions. This will lead to enhance climate resilience of livestock routes and pastoralists through sustainable rangeland and water management investments.

137. Depending on the outcomes of the needs assessment, other potential interventions to strengthen the capacities of existing early warning systems in Sudan, could focus, inter alia, on improving the data collection infrastructure (e.g. by purchasing and installing additional weather stations, etc.), the data analysis and forecasting capacities (e.g. by providing better or additional hardware and software components, capacity building measures for the Meteorological Authority and other institutions, etc.)

and/or existing communication and response capacities (e.g. by providing better infrastructure, capacity-building measures, international exchange visits, etc.).

138. SNRLP will partner with both of the above mentioned initiatives as well as the Meteorological Authority, the Remote Sensing Authority, the Ministry of Agriculture and Ministry of Irrigation and the Agricultural Research Corporation to identify and address the needs in the existing early warning infrastructure. Further, the SNRLP will partner with ICRAF, which is undertaking the same exercise in Chad in two IFAD funded projects (PARSAT and RePER), and other potentially relevant institutions active in the targeted areas and involved in early warning activities, such as FAO and UNEP.

Subcomponent 2.2: Building institutional capacities

139. **Training for extension and research service providers:** Training will be provided to public and private extension service providers and Locality, State and Federal government staff in: community-based NR governance and management and the related roles of the Native Administrations, Localities and States; appropriate investments in sustainable land and NR use; climate risk reduction and climate change adaptation strategies; Development of Land-use zoning maps and related regulations incorporating native administration; GIS; etc. A full list of possible trainings will be developed following a needs assessment to be done during the start-up of the programme and will be updated as new needs are identified. Focus should be at addressing capacity gaps currently limiting the implementation and enforcement of existing NR policies and legislation. The trainings will be accompanied with exchange visits and learning routes between States and other programmes as well as to other countries.

140. Training will also be provided in knowledge management, communication, monitoring and impact evaluation for documenting and disseminating lessons from programme interventions. Linkages will be made to both national and international universities and research institutions to strengthen the capturing and analysis of lessons learnt. The programme will also facilitate linkage to international research institutions and in particular the research being done by the CG centres involved in land and NR governance, namely ICARDA, ILRI, IWMI, CIFOR, ICRAF and IFPRI.

141. **Consolidating capacities for implementation of existing instruments:** The three different programme regions have different challenges linked to NR governance and management and have developed different instruments, that needs further support for consolidation and implementation. The NRGF for Butana is in a final draft stage and is expected to have been endorsed by all partners in the 5 states at the time of the start-up of SNRLP. The SNRLP will support its implementation including the needed strengthening of involved institutions, development of regulations and procedures, and the harmonisation in the implementation across the five states. The key instrument developed for Sennar is the Land-use map which identifies current unsustainable land-uses causing degradation of NRs, exclusion of vulnerable groups and potential conflicts including from blocking of stock routes. It also proposes possible sustainable future scenarios for land uses. The programme will support with training, materials and equipment for the effective use of the land-use map for decision making in reforming policies and regulations and for follow-up monitoring. In the case of Kordofan, stock routes have been demarcated, conflict resolution centers have been established, and co-management arrangements with pastoralists communities have been initiated. The SNRLP will further the institutionalisation of these routes by supporting their registration, re-demarcation and consolidate co-management arrangements which were implemented with insufficient support at the end of the WSRMP.

142. Another important new instrument that can contribute to more inclusive and sustainable NR governance frameworks in all regions is the 2015 Range and Pasture

Law, which provides for the registration of common pasture and forestland. The programme will support its regularization and piloting for registration of not only community forest and pasture land, but also for registration of 'open access' common land and stock routes. Finally, as part of strengthening NR governance and management frameworks and capacities at inter-community level, the programme will support the construction of cluster/network level integrated community development centers.

143. **Establishing a framework for revenue generation and reinvestment:**

Various interventions, including previous and current IFAD projects, investing in water infrastructures in rural areas have built community-based models for water management and revenue generation for O&M costs, depreciation costs and reinvestment in further expanding water distribution infrastructures. Likewise, different models have also been developed and implemented for the management of other NRs including rangeland and forest. To capitalize on these experiences and in order to facilitate their scaling up, the programme will support the relevant government institutions in each region in the establishment of a framework and guidelines for revenue generation for O&M and depreciation costs but also for reinvestment in land and NR use and management by communities. This could include collecting of fees and tariffs for water use, harvesting of non-timber forest products, sustainable harvesting of wood from community forests, access to grazing and community forest fodder buffer, etc. Guidance would include percentage allocation of revenue generated to community, cluster/network, Locality and higher levels and safeguards for ensuring that an adequate proportion is re-invested in measures for improving sustainable land and NR use.

3. Programme implementation organisational structure and responsibilities

3.1 Programme Management and Implementing Agencies

144. **Lead Programme Agency**

145. The Ministry of Agriculture and Forestry (MoAF) is the lead agency. It is a member of the Inter-Ministerial Steering Committee of the IFAD co-financed projects and the chair of the SNRLP steering committee. Through these organs, it is responsible for programme and project oversight, strategic guidance and facilitation of the implementation of necessary strategic and policy decisions to enable the sustainability of the outcome of the project.

3.2 Programme management and coordination

146. **The Inter-Ministerial Steering Committee:** An Inter-Ministerial Steering Committee, is already in place and meets two times a year to oversee all IFAD co-financed projects in Sudan. The Minister of Agriculture and Forestry (MoAF) chairs the committee. Other representatives are from the Ministry of Finance and Economic Planning (MOFEP), Ministry of Irrigation and Water Resources (MoIWR), Ministry of Animal Resources, Fisheries and Wildlife (MARFW) and the State Ministries of Production and Economic Resources (MPER) in the programme supported States. The Central Coordination Unit (CCU) for IFAD co-financed projects is included in the committee. Specifically for SNRLP, the committee will provide an enabling environment, remove bottlenecks in the policy engagement activities at the National and State levels; review and approve NR governance and management related policy and best practice recommendations emerging from the CPCU and champion the adoption of these recommendations by National and State level agencies.

147. **National Programme Steering Committee (NPSC):** The NPSC will be constituted to meet every quarter to oversee programme planning, review progress,

provide strategic guidance and facilitate linkages to government services and private sector stakeholders. The undersecretary of the MoAF will chair the NPSC. Other members will be the undersecretaries of the MOFEP; MARFW; MoIWR; Higher Council of Environment (HCE) and the Forestry National Corporation (FNC). Also, the Director Generals (DG) of the MPER of the nine programme States and the senior coordinator of the CCU will be members. The NPSC will constitute a NPSC Technical Committee from within the NPSC members to serve as a standing committee empowered to meet whenever needed to resolve implementation bottlenecks that cannot be settled at the State level.

148. **State Steering Committee (SSC):** A SSC in each State will oversee planning, review progress, facilitate linkages between programme stakeholders and removing bottlenecks affecting smooth implementation. The Director General of the MPER will Chair the SSC in each State. Other members will include representatives of the technical departments of the MPER, FNC, and the Ministry of Physical Planning and Public Works (MPPPW). The SSC will also include relevant Locality commissioners, cluster representatives and representatives from the Women’s Association, Pastoralists’ Association and Farmers’ Association. The SSC will meet on a quarterly basis. It will constitute a SSC Technical Committee from within the SSC members to meet whenever needed to resolve any programme implementation bottlenecks encountered within the State.

149. **Implementation structure**

150. SNRLP implementation will be headed by a central programme coordination unit (CPCU) in Sennar assisted by a State programme coordination Unit in each of the 9 states.

151. **Central Programme Coordination Unit (CPCU):** The CPCU, located in the former premises of the SUSTAIN project in the Singa town (Sennar State), will serve as the programme headquarters and will lead overall programme implementation. The Programme Director (PD) will head the CPCU and will implement the programme through a central technical support team and a central operations support team. An internal audit team will also be located in the CPCU.

- *Central technical support team:* The central technical support team will be responsible for overall technical planning, implementation oversight, technical guidance to the SPCUs. It will comprise the Senior NRM Expert (SNRE); Senior Livelihoods Development Expert (SLDE); Senior Gender and Community Development Expert (SGCE); Senior M&E Expert (SMEE) and a Senior KM and Communications Expert (SKCE); The Senior NRM Expert will be the Deputy Programme Director. Any other member of the technical team can function as the Deputy Programme Director in the absence of the SNRE.
- *Central operations support team:* This team will be responsible for programme financial planning, management and control; overseeing programme procurement, contracting and contract management and staff evaluation. Also, it will develop an internal system to monitor, record and report in detail all types of contributions from community, locality and state levels. It will consist of the Financial Manager (FM), Senior Central Programme Accountant (SCPA), Senior Central Procurement Expert (SCPE) Central Procurement Assistant (CPA), Central Programme Accountant (CPA), and the Central Administrative Assistant (CAA).
- The CPCU will also deploy 3 regional programme accountants (RPA) to strengthen the capacity at SPCUs. Each regional position will be responsible for 3 SPCUs and will be based in one of these SPCUs. The allocation of SPCUs

to regional staff and the SPCU where they will be based will be finalised by the Financial Manager during programme start-up. The regional staff will be paid from the CPCU programme budget, which will be responsible for oversight and support of their allocated states. The regional programme accountants will report to the Financial Manager based at the CPCU.

- *The internal audit team:* A qualified Senior Internal Auditor (SIA) will be sourced from the open market and based at the CPCU. Given the large organisational structure and geographical spread of SPCUs, the services of an internal audit firm will be procured at midterm to support the SIA. The internal audit plan will cover the CPCU and SPCUs. Both the internal auditor and firm will maintain independence by reporting directly to the NPSC.

152. **State Programme Coordination Units (SPCU):** Nine SPCUs, one in each State, will lead programme implementation in the States. The nine SPCUs will be in Kassala (Kassala State), Rufaa (Gezira State), Subagh (Gadaref State), Abu Dileg (Khartoum State); Al Damir (River Nile State); Singa (Sennar State); El Obeid (North Kordofan State), Al Foula (West Kordofan State) and Al Abbasiya (South Kordofan State). The State Coordinator (SC) heading an SPCU will be assisted by a State technical support team, a State operations support team and a set of Cluster Development Teams (CDT). The composition and functions of these teams are given below;

- *State technical support team:* This team will be based in the SPCU and will be responsible for technical planning, implementation, monitoring, follow-up and reporting of all State level programme activities. It will also train, guide and backstop the CDTs, YPs and LEN volunteers during programme implementation. This team will comprise the Water Resources Management Officer (WRMO); Forestry Management Officer (FMO); Rural and Agricultural Development Officer (RADO); Community Development and Gender Officer (CDGO); and the M&E, KM and Innovations Officer (MKIO).
- *State operations support team:* This team will be based in the SPCU and will be responsible for all State level financial, procurement and administrative aspects of the programme. It will comprise the State Accounts Officer (SAO); State Procurement Officer (SPO) and State Administrative and Accounts Assistant (SAAA).
- The Programme Accountants at SPCU level will report directly to the respective state coordinators and via matrix management to regional accountants. The proposed structure will allow for adequate segregation of duties.
- *Cluster development teams:* Each State will have 2-4 cluster development teams. Ten Cluster Development Teams (CDT) will be deployed to the Kordofan region, 8 to the Butana Region and 2 to the Sennar region according estimated number of ecosystem-based clusters in the States. The CPCU can fine tune this distribution as the time of implementation based on the actual number of clusters selected in each state. The CDTs will carry out cluster mobilisation activities through training and capacity building of groups, VDCs and CDCs; follow-up programme activities implemented at the community level; ensure inclusion of vulnerable groups, (women, youth and pastoralists) in the programme activities; mentor YPs and young extension agents and prepare and submit cluster reports to the SPCUs. Each CDT will consist of two Cluster Development Officers (CDO), one male and one female. The CDTs will be based in the Localities close to the programme clusters. The YPs and young extension agents, will be considered as informal part of the CDTs based in the clusters or networks on voluntary basis.

- *Cluster or network procurement committee (CPC):* Each cluster or network will form a cluster procurement committee consisting about 5-8 members drawn in a manner that all the communities are represented. The CPC will be trained in procurement and carry out all cluster or network level procurement activities with supervision from the SPCU. The CPC members will be volunteers and not paid by the programme.

153. **Regional Policy Coordination Centers:** SNRLP will establish three Regional Policy Coordination Centers (RPCC), one in each sector, to anchor the programme activities related to NR policy, laws, governance and regulations in the sector. The Gazera SPCU in Rufaa, the Sennar SPCU in Singa and the North Kordofan SPCU in El Obeid will host the SPCCs in the Butana, Sennar and Kordofan regions respectively. A Regional Policy Specialist (RPS) will lead each SPCC supported by a team of State Policy Officers (SPoO) one from each State in the sector. However, the Sennar SPCC will have a slightly different configuration with one SPO from the Sennar State and two SPOs from the neighbouring Blue Nile and White Nile States in order to ensure coordination and harmonisation of inter-state policies, laws and regulations mainly targeting pastoralists using the same stock-routes running across the three states.

154. **Recruitment of staff:** All staff members in the CPCU will be recruited competitively from the open market. All SPCU staff will also be recruited competitively. Interested Government staff can apply and get selected through the competitive recruitment process. Since project management and technical capacity staff members have remained a challenge in the Sudan country programme, SNRLP will mitigate the risk by retaining the qualified staff on the ground from previous projects. Supervision missions will assess staff capacity on a regular basis and recommend steps to address capacity gaps. IFAD has a Complaints Procedure to receive and facilitate resolution of concerns and complaints with respect to alleged sexual exploitation and abuse (SEA). For more information, visit the IFAD webpage: <https://www.ifad.org/en/document-detail/asset/40738506>.

155. **The Central Coordination Unit of the MoAF (CCU)**

156. The CCU is based in Khartoum. It is an autonomous unit that reports to the Federal MoAF, and fulfils support services to the Programmes. The CPCU contract the CCU to undertake the following;

- Technical assistance during the start-up as needed;
- National and international procurement of goods, works and services;
- Follow-up on the budgeting of counterpart funds in the Government development budget for the year and release of funds from the MOFEP to the Programme.

3.3 Programme Supervision

6. IFAD will carry out the following:

- Assessment of the adherence of the Borrower and Programme management to the fiduciary requirements;
- Carry out annual supervision mission and follow up mission;
- Provision of implementation support, based on assessment of progress against agreed indicators (Programme logframe and AWPB);
- Identification of problems and reaching agreement on suitable actions with the Government for improved results on the ground;
- Assessment of Programme poverty targeting and mainstreaming of gender and youth issues with special attention to poor women.

- Facilitating self-evaluation by Programme management on their experiences in the implementation of community-based governance and management of natural resources, poverty targeting and women and youth development, and achieving sustainability and up-scaling of good practices through institutionalisation and policy adjustments and enforcement/implementation;
- Documentation of lessons learned from Programme implementation;
- Dissemination of lessons learned

The Ministry of Finance and Economic Planning

7. The Ministry of Finance and Economic Planning (MoFEP) is the recipient of the IFAD and LDCF grants. It carries out joint supervision missions with IFAD according to the supervision plan to assess the performance and the fiduciary aspects of the Programme. It allocates annually the Government contribution to the Programme and facilitates the exemption of duties and taxes on goods, works and services procured by the Programme

8. The MoFEP will focus on the following aspects of Programme implementation:

- Progress in implementation according to the physical and result targets;
- Cost efficiency of Programme service delivery to the communities;
- Sustainability of Programme activities by assessing effectiveness of cost recovery mechanisms in place,
- Sharing and discussion of findings with the supervision missions undertaken by the Cooperating Institution.

Figure 1: SNRLP – Overall Programme Implementation Set up

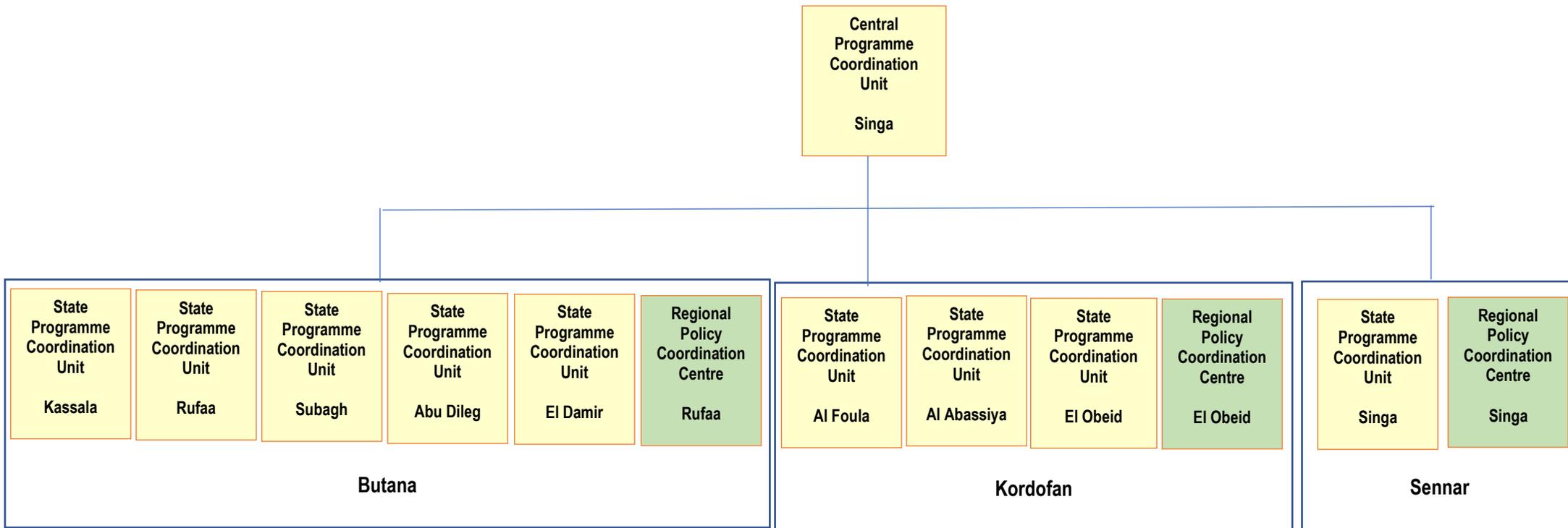
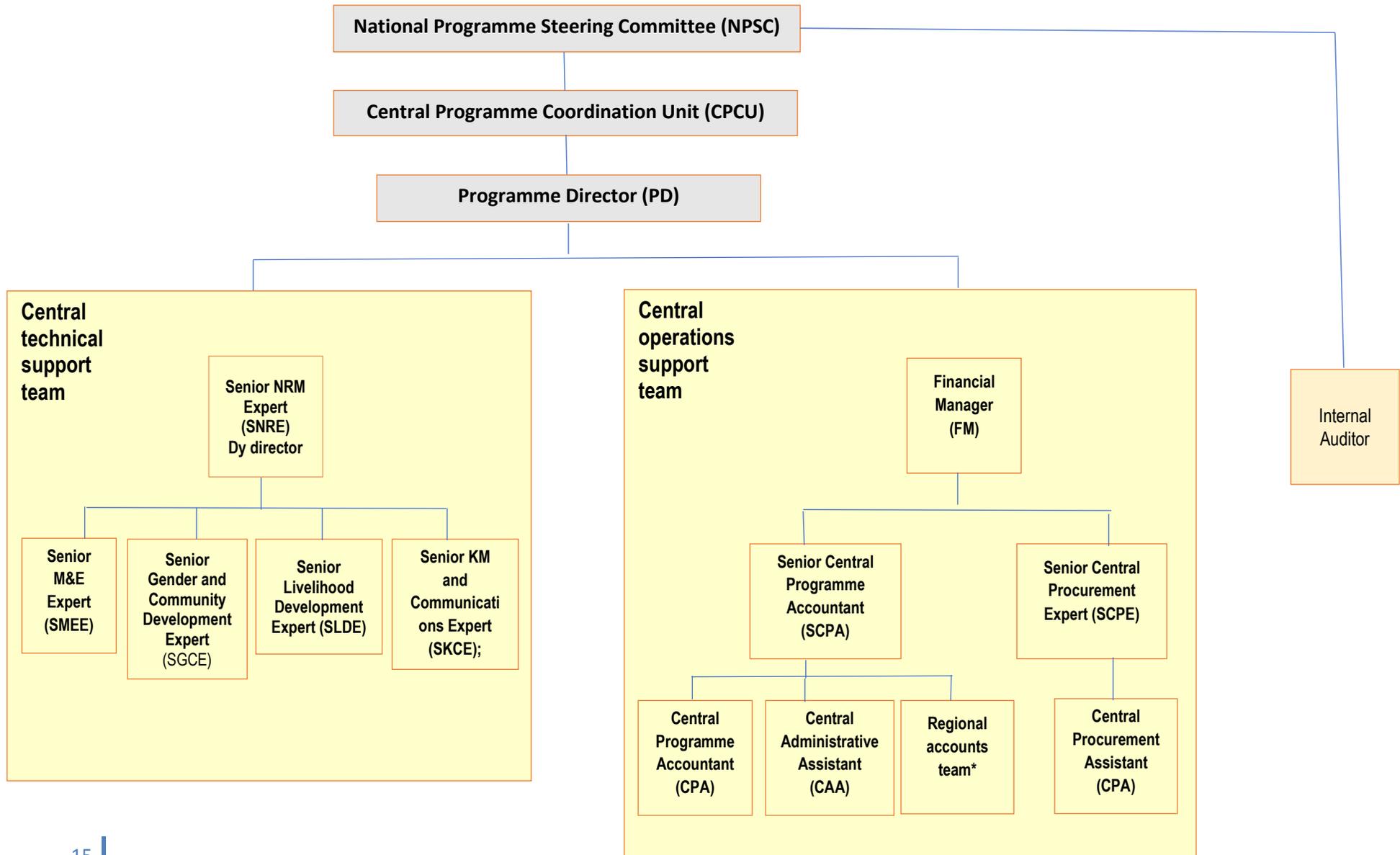


Figure 2: Detailed representation of the CPCU



*Note – the Regional accountant team will report to the CPCU but will be based in the State offices

Figure 3: Detailed representation of SPCU

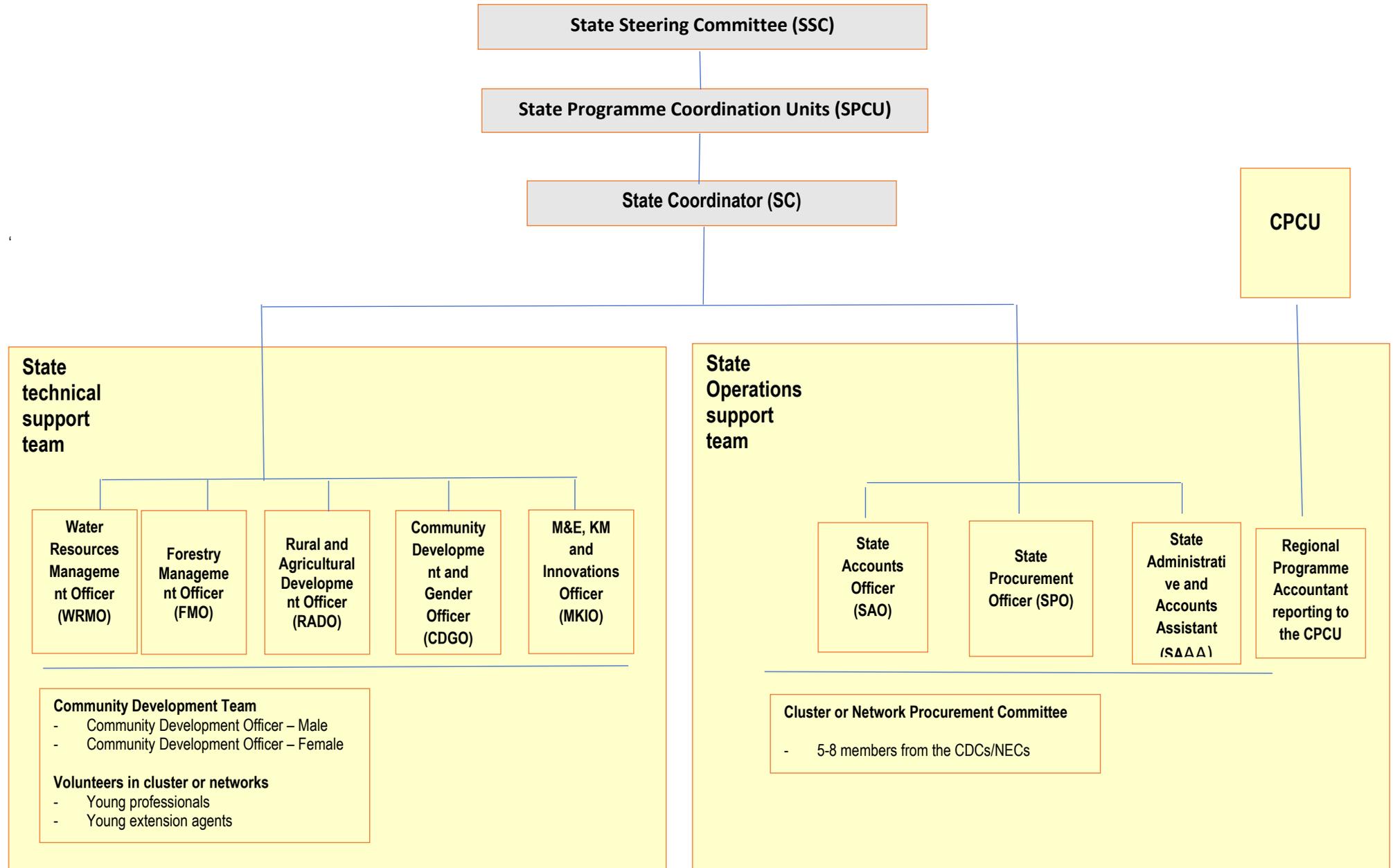
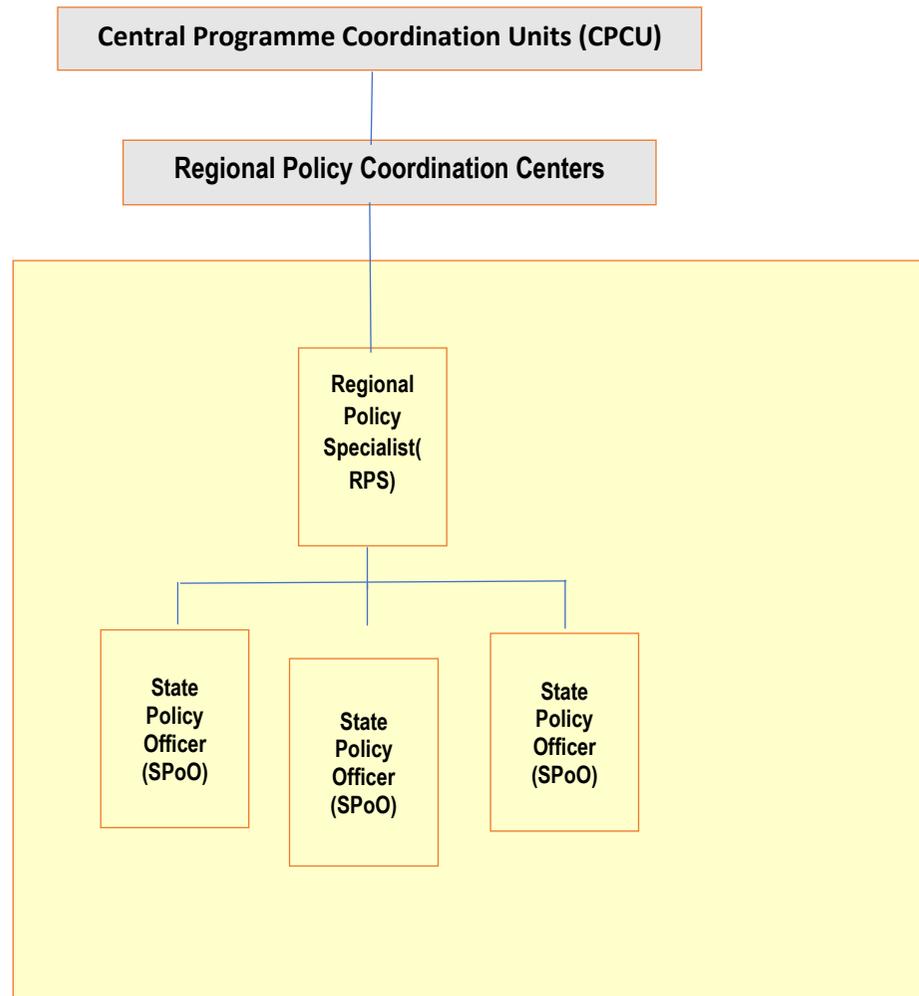


Figure 4: Detailed representation of Regional Policy Coordination Centers



4. Cost and Financing

157. **Costs and financing.** Out of the total programme cost of EUR 77.7 million, IFAD contribution will be EUR 56.5 million (72.6%), of which EUR 45.2 million is grant and EUR 11.3 million is loan. GEF/LCDF grant will be EUR 1.8 million (2.3%). The remaining 19.5 million (25.1%) will be financed from domestic resources comprising Government contributions of EUR 11.7 million (15.1%), beneficiaries' contribution of EUR 4.5 million (5.7%) and private sector in the form of credit support from MFIs EUR 3.3 million (4.3%). The base costs are calculated at December 2018 prices and include estimated duties and taxes. Total contingencies are respectively at 16% of total costs, or 19% of total base costs.

158. **Total Cost.** Total Programme Cost including physical and price contingencies are estimated at EUR 77.7 million over a 6-year period. Component 1 on 'Up scaling community based natural resources management and businesses' is the main investment and represents 72.1% of the total programme costs, while Component 2 on 'Improving the institutional framework for up scaling community based NRM' component representing 14.4% of total programme costs. 'Programme Management and Coordination Unit', represent 13.5% of the total programme costs.

159. Investment costs are EUR 70.2 million and represent 90.4% of total costs. Taxes amount to EUR 11.7 million, that is 15% of total costs and the foreign exchange component is at EUR 8.8 million or 11.3% of the total programme costs. The recurrent cost accounts for EUR 7.5 million or equivalent to 9.6% of the total costs. The exchange rate used is EUR 1.0 = SDG 53.9. Foreign currency costs have been estimated at 11% and those for local currency costs have been estimated at 89%. The cost per direct beneficiary household amounts to about EUR 648 or EUR 108 per beneficiary.

Table 1: Program Costs by Component (EUR'000)

		Sustainable Natural Resources and Livelihoods Programme [SNRLP] Project Components by Year -- Totals Including Contingencies						
		Totals Including Contingencies (EUR '000)						
		2019	2020	2021	2022	2023	2024	Total
A. Upscaling community based natural resources management and businesses								
	Community mobilization and NRM planning.	999	2,015	2,372	1,078	254	91	6,808
	Implementation of Community NRM and Livelihood Investment Plan.	4,053	18,989	17,642	6,826	1,646	98	49,254
	Subtotal	5,052	21,004	20,014	7,904	1,900	189	56,061
B. Improving the institutional framework for upscaling community based NRM.								
	Strengthening of the NR legal and policy framework	345	1,311	2,045	1,415	542	58	5,717
	Building of institutional capacities	727	1,195	1,300	1,233	622	385	5,462
	Subtotal	1,073	2,506	3,345	2,648	1,164	443	11,179
C. Project Management & Coordination Unit		3,857	1,325	1,380	1,315	1,285	1,301	10,465
Total PROJECT COSTS		9,982	24,835	24,739	11,867	4,349	1,933	77,705

160. **Economic analysis.** The Economic Internal Rate of Return (EIRR) on the investments in the Programme area over 15 years is estimated at 24% and the Net present value (NPV) of the programme is positive (EUR 13.8 Million). The economic analysis suggests that the SNRLP Programme is feasible. All these worthiness indicators establish the economic feasibility of the programme.

Benefits, costs and financing

161. **Project Costs.** Total Programme Cost including physical and price contingencies are estimated at EUR 77.7 million over a 6-year period. Component 1 on 'Up scaling community based natural resources management and businesses' is the main investment and represents 72.1% of the total programme costs, while Component 2 on 'Improving the institutional framework for up scaling community based NRM' component

representing 14.4% of total programme costs. 'Programme Management and Coordination Unit', represent 13.5% of the total programme costs.

Project Financing, co-financing strategy and Plan

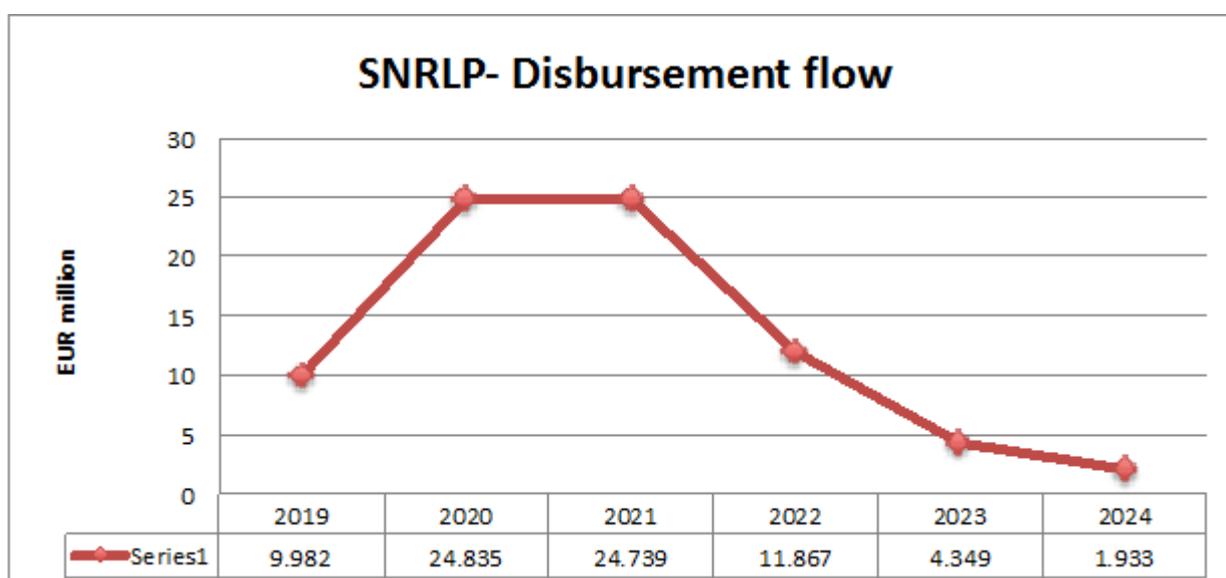
162. SNRLP will be co-financed by IFAD grant, GEF/LDCF grant, GoS, private sector and the direct beneficiaries' contribution. IFAD has shown commitment to contribute about EUR 56.5 million, which accounts for 72.6 per cent of total project costs of which EUR 45.2 million is grant and EUR 11.3 million is loan. The GEF/LDCF will contribute EUR 1.8 million representing 2.3 per cent of total costs, and Private Sector in the form of credit support from MFI EUR 3.3 million representing 4.3 per cent of the total project costs respectively. Beneficiaries are also expected to make in-kind contribution of about EUR 4.5 million or 5.7 per cent of total costs. The Government will finance the taxes and duties (EUR 11.7 million, representing 15.1 per cent of total costs). Table 2 shows the summary financing arrangements.

Table 2. Components by Financiers (EUR'000)

Components by Financiers (EUR '000)	IFAD Grant		IFAD Loan		GEF		Beneficiaries (cash & in kind)		Private Sector		The Government		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
	A. Upscaling community based natural resources management and businesses													
Community mobilization and NRM planning.	4,087	60,0	1,079	15,9	306	4,5	275	4,0	-	-	1,060	15,6	6,808	8,8
Implementation of Community NRM and Livelihood Investment Plan.	26,118	53,0	6,474	13,1	1,065	2,2	4,094	8,3	3,315	6,7	8,188	16,6	49,254	63,4
Subtotal	30,205	53,9	7,553	13,5	1,371	2,4	4,370	7,8	3,315	5,9	9,248	16,5	56,061	72,1
B. Improving the institutional framework for upscaling community based NRM.														
Strengthening of the NR legal and policy framework	3,486	61,0	872	15,2	387	6,8	-	-	-	-	972	17,0	5,717	7,4
Strengthening institutional capacities	3,575	65,4	894	16,4	-	-	78	1,4	-	-	915	16,8	5,462	7,0
Subtotal	7,061	63,2	1,766	15,8	387	3,5	78	0,7	-	-	1,887	16,9	11,179	14,4
C. Project Management & Coordination Unit	7,891	75,4	1,973	18,9	-	-	-	-	-	-	601	5,7	10,465	13,5
Total PROJECT COSTS	45,157	58,1	11,291	14,5	1,758	2,3	4,448	5,7	3,315	4,3	11,736	15,1	77,705	100,0

Disbursement profile and plan

163. The below graph forecast the expected disbursement per year. This will allow continuously tracking progress during supervisor and following up mission.



164. Summary benefits and economic analysis

165. The programme is expected to benefit about 720 000 direct and indirect beneficiaries or 120 000 households. The programme has an expected adoption rate of 85%. The project is expected to lead to increase in income and production and for at least 70% (equivalent to 84 000 households) as a result of services provided by the project. The project is aiming to provide improved access to land, forest and water for production services for at least 60%. Particular attention will be given to support climate change resilience, by favouring and promoting environmental friendly technological investments.

166. Financial analysis. Twelve financial models were developed: (i) Agroforestry existing community (25 fed) with vegetables intercropping; (ii) Agroforestry new community (25 fed) with vegetables intercropping; (iii) Hafir (32 000m³ capacity); (iv) Electric brick machinery; (v) Fodder production (guar) (5 fed); (vi) Home garden (Jubraka) (0,25 fed); (vii) Home nurseries (0,2 fed); (viii) Agroforestry existing individual plantation with intercropping mechanism and gradual rotational practices (5 fed); (ix) Gum Arabic (1 fed); (x) Community mix crop production with tree belt (5 fed); (xi) Community nurseries (5 fed) and (xii) Gas stove model (not income generating activity, but income savings). The analysis compares a "without project" and "with project" situation. "Without project" scenario has been calculated based on the prevailing traditional average production, where applicable.

167. Overall, the financial models are based on information collected by the ongoing IFAD project and the design team in December 2018. The yield assumptions are based on information from other projects in Sudan and the field trips within region. Detailed description and analysis of the models and their profitability are presented in Appendix 4.

168. All these twelve models present a higher financial efficiency in terms of financial Net Present Value (NPV), financial internal rate of return (IRR), and the financial benefits-cost ratio (BCR). For instance, NPV is positive for the all eleven models (EUR 143 314 for model 1, EUR 145 494 for model 2, EUR 33 416 for model 3, EUR 38 884 for model 4, EUR 7 285 for model 5, EUR 39 for model 6, EUR 378 for model 7, EUR 28 886 for model 8, EUR 370 for model 9, EUR 332 for model 10 and EUR 53 738 for model 11). Changes in financial indicators illustrate the predicted transformation in agricultural practices in the project area. Analyses of the farm models confirm that the impact of the project at the farm level is financially attractive for family households and net farm incomes are expected to increase. For more details, refer to table 3.

Table 3. Financial analysis models (EUR)

No.	Model	NPV	B/C	IRR	Average Incremental income
1	AF Existing Community, 25 fed	143,314	9.1	-	26,793
2	AF New Community, 25 fed	145,494	8.1	-	30,360
3	Hafir, 32000 m ³	33,416	1.2	29%	11,276
4	Brick Model /1 machinery	38,884	1.9	-	7,365
5	Fodder Production, 5 fed	7,285	-	-	1,365
6	Home Garden (Jubraka) 0, 25 fed	39	1.2	20%	23

7	Home Nursery 0,2 fed	378	1.9	-	99
8	AF Existing Individual, 5 fed	28,886	9.1	-	5,229
9	Gum Arabic/1 fed	370	3.9	41%	107
10	Community Crop Production + Tree belt, 5 fed	332	0.8	21%	163
11	Comm. Nursery/ 5 fed	53,738	3.1	-	10,824

169. Total net income for all beneficiaries including 6 years after inclusion into the project is estimated at value of EUR 63.1 million. The values are in the absolute amounts (i.e. time value of the money is not taken into consideration). For more details please refer to the Annex 4; Table 2. Discounted values are reflected in the financial and economic analysis (i.e. table 3 and 5 at Appendix 4).

170. **Economic analysis.** The economic analysis shows that the project has the capacity to generate an economic rate of return (ERR) of 24% over 15-year period, with a net present value (approximately EUR 13.8 million). Given the many un-quantifiable benefits, the actual ERR will likely be higher than this.

171. **Sensitivity Analysis.** In order to test the robustness of the above results, sensitivity analysis was been carried out and the results are presented below. The sensitivity analysis investigates the effect of fluctuations in Project costs, benefits and delays in implementation on the NPV and ERR. The results show that the EIRR drops to 22% with an increase in costs of 10%. With an increase of costs by 20%, the project is still worthy (EIRR of 20%). However, with an increase of the aggregate costs by 50%, the EIRR with 16%. A decrease of benefits by 10% to 50% still yields an EIRR greater than the 11%.

5. Programme Start up and Phasing

5.1 Programme Start-up and phasing

172. SNRLP will improve the status of the NR used by the communities in the project areas by: i) enabling the project supported communities to develop strong NR governance framework for conflict reduction and sustainable management of NR owned and shared by communities, including pastoralist communities; ii) strengthening the community level institutional setup for effective implementation of the NR governance framework; iii) supporting the engagement between civil society (communities) and different levels of the Government for developing evidence based enabling policies, laws and regulations for sustainable NR management; and iv) demonstrating and promoting the adoption of NR improvement technologies and practices that enhances the income from the livelihood activities practiced by the target households.

173. **Cluster approach:** SNRLP will follow a cluster approach for implementing project activities in order to ensure that all the communities in the cluster jointly adopt the project supported measures for improving the status of the common ecosystem of the cluster comprising rangeland, forestland, water resources and farmland.

174. *Cluster composition:* SNRLP will develop around 150 clusters consisting of 5-10 communities that are the main users of the common ecosystem of the cluster. To be eligible each cluster must have some common area between the boundaries of the member communities that is shared by the communities for common use such as rangeland, forestland and watershed. The criteria for cluster selection will include: i) the

level of degradation of the shared natural resources in the common areas; ii) the size of the degraded common areas shared by the communities; iii) the level of pressure exerted on the common resources by the users and conflict between communities over shared resources; iv) the proportion and scale of poor households in the cluster; v) presence, status and activities of community institutions in the clusters and vi) the nature and extent of investment by previous IFAD project (see next section). After 1-2 years new communities can join the clusters. In a State the clusters will be selected based on the common ecosystems and not according to the administrative boundaries of the localities.

Table: Distribution of clusters

Region	States	Villages	Clusters	Av. village per cluster	village per state
Butana	5	400	30	13	80
Kordofan	3	500	100	5	167
Sennar	1	100	20	5	100
Total	9	1,000	150	23	

175. In the Kordofan region most of these clusters will be defined around the stock routes. In the Butana region they will be formed around the networks already identified by the BIRDP. In the Sennar region these will be around forest land and other resources around which the LMRP has already developed clusters.

176. *Inclusion of previous IFAD co financed communities:* Most clusters will developed around 1-2 nucleus communities which have already received support from recent IFAD projects related to livestock and crop production. Consequently, 40% of the 1,000 project communities will be previously supported IFAD project communities and the remaining will be new. SNRLP will not duplicate the past investments in the previous IFAD project supported communities. Instead it will capitalise on previous project investments on social infrastructure development and strengthen the NR governance and management mechanisms to enhance the benefits and sustainability of previous projects interventions.

177. *Cluster identification:* In coordination with the CPCU, the SPCU in each State will carry out a cluster mapping exercise at the beginning of the project resulting in the identification and listing of all the clusters that can potentially benefit from project interventions in each State. The SPCUs will divide the listed clusters into two categories, integration category and scaling up category, to be developed by two phases of the project, the integration phase and the scaling up phase.

178. **Integration Phase (Years 1 and 2):** In this phase SNRLP will focus on developing and showcasing the results in around 50 'integration category' clusters in the nine project States (5-6 clusters per State). These clusters will become models of NR governance and management, showcasing the sustainability of previous investments where relevant and acting as catalysts for change for other clusters. These clusters will be characterised by: i) presence of suitable conditions to demonstrate very good results within a very short time from the project interventions; and ii) better preparedness to quickly integrate NR governance and management interventions with the crop and livestock production activities.

179. The SPCUs will pre-select the integration category clusters based on criteria including the following: i) presence of one or more communities with previous experience of IFAD co-financed projects; ii) opportunities to build on the investments/achievements of previous IFAD co-financed projects, e.g. opportunities to improve the management of a hafir or effectiveness of a conflict resolution centre; iii) presence of strong champions and village institutions (VDCs, groups) who can be easily oriented and capacitated to promote the SNRLP supported activities and benefits within and outside the cluster; iv) evidence of harmony and collaborative spirit amongst the

communities in the cluster; and v) appetite to quickly resolve the issues related to the use of shared natural resources by adopting project supported NR governance and management frameworks. The achievements of the integration phase will be widely publicised.

180. **Scaling-up phase (Years 3 and 6):** In this phase SNRLP will expand its outreach to an additional 100 clusters which qualify for project support from the list of 'scaling-up category' clusters. During the integration phase the SPCUs will provide exposure to the representatives of other clusters (from the scaling up category) to the project approach, success stories and benefits achieved in the integration clusters. Those clusters interested in replicating these success stories in their areas will be oriented to adopt a set of preparatory measures to become eligible for project assistance in the scaling up phase. These measures will include: i) voluntary formation of general assembly, VDCs and CDCs and different committees according to project guidelines; ii) resolution by these institutions to abide by NR governance and management frameworks developed with project support iii) development of VSCGs, NRLGs and VWGs according to project supported guidelines and achievement of basic targets by these groups such as savings mobilisation, adoption of bye-laws, regular meetings and registration. Each year the project will invite expressions of interest from the clusters listed under scaling-up category, to participate in the project. The project will evaluate the results of the preparatory measures (discussed above) adopted by the clusters and new clusters will be selected based on their preparedness to readily implement project activities.

181. The two phases will not operate in isolation. Showcasing the achievements in the integration clusters will continue even after the first two years to motivate other clusters and disseminate good practices. Similarly, expansion of outreach to the scaling-up clusters is expected to start in the second year itself while the integration phase is still ongoing.

6. Planning and budgeting

6.1 Procedures for preparation and approval of the AWPB

182. The Annual Work Programme and Budget (AWPB) coincides with the GoS annual budget period from January to december. Since the programme is adopting a participatory approach also in relation to planning, arrangements for a timely and preliminary groundwork should be made so as to allow all the stakeholders to actively participate in this process.

183. **Step 1: Preparation of common template for AWPB:** The Central Project Coordination Unit (CPCU) will prepare in consultation with the States a common AWPB template for all SPCUs along with guidelines on how to compile it. Then, an ad hoc training sessions for all the SPCUs on how to use the template will be held.

184. **Step 2: Consultation with the SPCUs technical officers and other stakeholders:** The first AWPB will be prepared by the States by using a participatory approach. The SPCU M&E KM and Innovation officer, assisted by the Water Resources Management Officer, Forestry Management Officer, Rural and Agriculture development officer, Community Development and Gender Officer, the Finance Officer and the Procurement Officer, will organize consultation sessions with the respective CM teams to discuss ongoing activities, challenges being faced (including potential solutions) in the implementation and the outlook for activities to be implemented during the upcoming Programme year.⁷ This information, along with the overall Programme targets, is used

⁷ It is worth mentioning here that a monthly meeting between the M&E, KM and innovation officer and the CMs will be held over the whole implementation period so as to allow : i) the identification of main issues arisen during the period taken into consideration, ii) the performance of eventual corrective actions (to be written up

to identify the outputs to be achieved, the activities to be implemented and the resources (financial, technical assistance and other) that are required to achieve the planned outputs during the new work plan period. To the extent possible, representatives of the programme main target groups should be involved in this exercise as well. The reason for this being the necessity to ensure that the planned activities not only effectively address the issues being faced in the field but also foster stakeholders' ownership.

185. Step 3: The SPCUs technical officers develop a Technical Working Plan: The Water Resources Management Officer, Forestry Management Officer, Rural and Agriculture development officer, Community Development and Gender Officer, using the information gathered during the first two steps, will start drafting the Technical Working Plan. This document will include: i) targets to be achieved during the course of the year, ii) the activities whereby this will be done; iii) the physical resources needed to reach these objectives (financial resources are not taken into consideration at this stage yet).

186. Step 4: Develop the first draft of the Annual Work Plan: Each SPCU will organize a two or three-day training session, involving the entire staff. During this meeting, the technical document (see step 3) will be presented and the proposed technical activities in it will be discussed. Based on this discussion, the first draft of the Annual Work Plan and Budget will be prepared using the pre-defined AWPB template. This document will give full information about the expected outputs to be produced. The latter will need to be fully aligned with the targets established in the main log frame. A brief written explanation on how these outputs will contribute to the achievement of the log frame targets has to be provided. In connection to this, the SPCUs will be required also to discuss potential additional activities that could be carried out to reinforce the impact of the initiatives proposed by the technical officers. These may include: training, consultation, procurement that would be organised by the SPCU and which will have to be also included in the AWPB.

187. Based on the above information, the State coordinator/director will prepare the first draft of the AWPB schedule, including the technical activities to be carried out to achieve the established targets, the supporting tasks to be performed, the person/s responsible to ensure the completion of the activities, the timeframe for the completion of each activities and the required resources.

Step 5: Preparation of the first draft of the Budget and the AWPB Narrative: The Finance Officer prepares an initial budget for all the activities (the main technical ones and complementing ones) to be implemented during the programme year, along with an operational budget of the SPCU. The budget will be reviewed by the State coordinator. Next, a specific review session will be organized. At the same time, the M&E, KM and Innovation officer will prepare the annual monitoring and evaluation plan and the first draft of the narrative that will accompany the AWPB. The narrative is required to provide a quick overview of the key results achieved in the previous 12 months and of the cumulative progress to date. It will also provide the rationale behind the key activities and targets established for the next annual work plan period.⁸ Additionally, the Finance Officer will work with the M&E, KM and Innovation officer to determine the

in a specific Action Plan) on both findings reported by the M&E system and on eventual obstacles encountered in the running of the M&E system itself. This report will be consolidated at the State level and then at the project level. The overall objective of this exercise is the assurance of the readiness of the SCUs (and of the CPCU, at large) in the provision of the updated status of the main implementation issues at any time this could be requested by IFAD. The M&E officer is responsible for the robustness of the information provided: she/he will cross check the data collected in the field to ensure their accuracy. In addition, she/he will organize monthly monitoring field visits to be carried out with the CM teams. During this field participant observation and focus groups will be used as main research tool for data collection along with any other research methods deemed suitable to analyse the status of implementation.

⁸ The narrative will also explain in which manner the planned activities will contribute to the progress towards the achievement of the outcomes included in the Programme Logframe Indicators.

resources that will be required to ensure the effective tracking and monitoring of the AWP activities. Finally, based on the activities to be implemented and on the resources needed to do this, the Procurement Officer will prepare the Annual Procurement Plan (APP) providing details of the procurement (consultancy services, works and goods) necessary to carry out the planned activities. Once the first draft of the document is ready, it will be sent to the Central Project Coordination Unit (CPCU).

188. Step 6: Review and consolidation of the first draft of AWPB by the CPCU:

The CPCU will receive AWPBs from all the nine States. The CPCU Director will be in charge of consolidating all the planned activities written down in the SPCUs AWPBs and their related estimated costs into a single document. The latter will be sent to IFAD for an initial review. In the preparation of a single programme AWPB, the CPCU director will closely work with the CPCU M&E and KM officer, the key technical officers and the procurement officer. The latter will be also in charge of the elaboration on the single Procurement Plan (PP) for the whole programme.

189. Step 7: Submission of the AWPB and the Procurement Plan for SNRLMP to IFAD for the initial review

190. Step 8 Review and Modification of the AWPB: and of the single Procurement Plan (PP) for SNRLM based on IFAD feedback. After receiving feedback on the initial AWPB and the PP, the CPCU director will organize a staff meeting to review feedback received from IFAD. If some specific activities and budget items referring to the initiatives to be implemented in a specific State are called into question by the Fund, the CPCU will revert to the concerned SPCU. The latter will be required to hold a specific internal review session to address the issues raised by the Fund. The SPCU will then provide the CPCU with suggested written modifications to be made in order to fulfil IFAD's requirements. This will be then transmitted to the CPCU which will incorporate and consolidate the latter into one document to be sent back to IFAD again.

191. Step 9 Submission of the AWPB and the Procurement Plan to IFAD for non-objection: Once approved, the AWPB and PP are submitted to IFAD for its no-objection. If IFAD does not provide comments after thirty (30) days of receipt of the AWPB and PP, the AWPB shall be deemed acceptable.

7. Monitoring and evaluation

192. Monitoring and evaluation (M&E) of programme activities, outputs, outcomes and achievements is the most important function for providing the basis for results based and adaptive programme management. At the same time it is the most important function for providing evidence for up-scaling further facilitated by the programme's Knowledge Management, outreach and communication activities.

7.1 M&E Strategy

193. As already mentioned, M&E activities will employ a participatory approach in which Programme participants are fully engaged in the collection of field data as well as in the discussion and analysis of this data. At the same time, they will also take part to the decision-making regarding changes that may be required for more effective Programme implementation.

194. This means that not only the Implementing Partners such as the Federal Ministry of Agriculture and Forestry (MoAF) and the equivalent structures at the State level, but also the CM teams at the community level must play an active role in data collection and in its submission to the CPCU for consolidation. Each SCU will lead this process in the territory which it is responsible for. The SCUs M&E, KM and Innovation Officer will be in

charge of the collection, gathering and analysis the data against the activities and targets set out in the AWPBs but also against the overall Programme targets. She/he will assess Programme implementation progress and effectiveness and will be reporting the results to the CPCU.

195. The CPCU M&E, KM and Innovation Officer will ensure that information flow will be multi-directional; information will have to flow upward to IFAD, horizontally to the SCUs and downward to Programme beneficiaries. The latter participate in data collection. At the governance level, the results of data analyses are to be used for discussion on implementation progress and to make decisions on improvements and/or corrective measures on programme implementation strategies, where necessary.

196. At the implementation level, the information is used as a learning mechanism to guide the CPCU, the SCUs and Programme beneficiaries on the implementation of Programme activities in achieving concrete and positive results. For this reason, the information must provide sufficient details to allow the improvement in implementation: matching results to activities and evaluating those results against targets will be instrumental in assisting the SCUs with timely decision-making for corrections to programme intervention, where necessary, in keeping the programme on track, in assisting beneficiaries in understanding how changes in natural resource management and governance practices and capacity building are crucial factors in the improvement of their productivity and ultimately of their livelihoods.

7.2 M&E plan

197. Development and the continuous update of the M&E Plan is the responsibility of the CPCU M&E, KM and Innovation Officer in close liaison with the SCUs M&E, KM and Innovation Officers. The plan must provide, as a minimum: i) information on the programme's objectives, ii) the activities that will be carried out to achieve these objectives and the procedures that will be implemented to determine whether or not the objectives are met. The plan must show how the expected results of the programme relate to its goals and objectives, to the Logframe Indicators and to the Theory of Change. It must identify: i) which type of data is needed; ii) how this will be collected and analyzed; iii) how this information will be used; iv) the resources that will be needed for M&E and; v) how the programme will be accountable to stakeholders.

198. Outputs from M&E activities must inform the CPU, the International Fund for Agricultural Development (IFAD), the Government of Sudan (GoS), and all key stakeholders on programme progress towards achieving the development objectives as well as indicate the impact that the project is having on the target groups.

199. The cornerstone of the M&E is the log frame. The latter articulates the Theory of Change (ToC) of the project. The Theory of Change is a roadmap, providing a pathway of outputs and outcomes leading to the achievement of the programme development objectives. Any M&E arrangement made should be in line with the main log frame requirements.

200. In accordance with the participatory approach adopted by the programme, also M&E system (understood as a coherent set of IT tools, M&E methods, key M&E staff) will foster the participation of stakeholders, not just as sources of information, but as active participants in checking the progress over the attainment of SNRLM development objectives.

201. The M&E system is supposed to provide at any time of the implementation the following information:

- the use of Programme resources

- the eventual problems in achieving Programme objectives, expected outcomes and targets;
- the compliance during the implementation with the Programme's targeting strategy.

202. The ultimate responsible for the proper functioning of the overall M&E system of the SNRLMP is the M&E, KM and Innovation Officer at CPCU. She/he will be the main responsible for: a) the monthly and the semi annual Progress Reports, ii) the compliance with the ORMS indicators, and iii) the consolidation of the data transmitted from the SCUs into the main logframe. She/he will also responsible for ensuring the quality of these data by: i) checking the sources of information used, ii) the appropriateness and the trustworthiness of the data collection methods employed; iii) the adherence and consistency with the indicators proposed in the main logframe. She/he will be also the main responsible for the continuous entry and update of the logframe information in the ORMS.

203. At the start up, she/he will meet with all the M&E, KM and Innovation officers to establish the Participatory Monitoring and Evaluation system (PM&E). She/he will explain the log frame results hierarchy and Theory of Change, the indicators used and their main disaggregation dimensions. She/he will devote particular attention to clarify the role of the CIs and the necessity to have sound information to report against the latter.

204. After this meeting, each M&E, KM and Innovation Officers at the SCU will organize a meeting with the respective CM teams. During latter the reason why the M&E system is a key tool to achieve the established targets and to ensure the regular and the detailed reporting against the selected indicators will be set out . Moreover, the M&E, KM and Innovation Officers will stimulate an in depth discussion about the most effective data collection methods to be used within the communities. On the basis of the outcome of this discussion, she/he will identify - in close connection with CM teams- the most appropriate tools and techniques for data collection (e.g focus groups, community surveys, interviews, observations) at the field level which will be employed in the framework of the programme. Such a participatory approach will be used to maximum extent possible also in the phase of data analysis: the latter should be an opportunity to actively involve various categories of programme stakeholders in the critical examination of successes and constraints and, wherever, possible in the formulation of conclusions and lessons learned.

205. The SCU M&E, KM and Innovation officer will be responsible to consolidate information gathered during this phase (data collection and analysis) and to send it to the CPCU, where the M&E, KM and Innovation officer will analyze and use it to report against the main logframe indicators as well as to inform the monthly and semi annual reports to be submitted to IFAD.

206. As already mentioned in the chapter devoted to planning, the SCU M&E officers will constantly backstop the CM teams in their monitoring activities by undertaking monthly field visits aimed to identify the main issues arising during the implementation (see footnote 1).

7.3 M&E system and instruments

207. Within the first three months of the Programme, the CPCU M&E, KM and Innovation Officer must develop the required specifications for a Management Information System (MIS), which will be instrumental in the data collection and analysis as well as in their reporting. The MIS must incorporate mobile and internet technologies which can make the data collection and the dissemination of results easy and readily accessible. The MIS must have sufficient tools (information dashboards, charting tools, and custom reports) for data review, analysis and dissemination. The CPCU Director will

closely work with the M&E, KM and Innovation Officer to procure a consultant/firm to develop and implement the MIS.

7.4 IFAD cooperate core indicators (CI)

208. The Logframe includes a number of Core Indicators (CIs) which are used by IFAD for the purpose of corporate performance monitoring and reporting to donors. The purpose of CIs is to continuously monitor the progress towards achieving the intended results: The CIs along with all Logframe indicators, expressing the cause/effect links of the Theory of Change, should guide the overall management strategy and the implementation of activities. Lessons based on experiences must be applied to address shortcomings and to increase the likelihood that the intended results will be achieved. The M&E will incorporate IFAD's CIs as well as progress achieved and expected results of the programme as defined in the Log frame and Theory of Change.

7.5 Evaluation

209. Evaluation aims to determine the relevance, effectiveness and efficiency of the activities and the rural poverty impact of the interventions on the beneficiaries. Specifically, evaluation points to assess the changes in the well-being of the beneficiaries, while trying to compare the situation ex-ante (from baseline information) with the ex-post (after programme completion) situation. During this process, external factors that can affect the achievement of the desired impact on the target group are also taken into consideration. The CPCU M&E, KM and Innovation Officer and the nine SCU M&E, KM and Innovation Officers are responsible for the assessment of changes generated by the interventions in the target population, as well as of the progress toward objectives and goals.

210. After Programme completion, a more comprehensive evaluation of the programme will be carried out by an external consultant and will be closed with the preparation of the Programme Completion Report. Accordingly, from the beginning of programme activities, the M&E system must be organized so as to be able to timely provide all the necessary information for the satisfactory performance of this task.

7.6 Reporting requirements

211. The CPCU M&E, KM and Innovation officer is responsible for preparing Monthly Status Reports, which will provide quantitative information on progress being made towards the achievement of the planned annual targets. The Monthly Status Reports will also contain qualitative information about the general progress of the annual programme implementation activities. These reports will be prepared based on the data collected via the M&E system and through field visits made to the programme areas, if need be⁹.

212. In addition, each Technical Officer must prepare monthly status reports for their respective technical areas, which shall provide information on: i) the status of ongoing activities, ii) results of completed activities, including the outputs from activities, and: iii) challenges being faced during implementation. Status reports will be prepared based on data collected via the M&E system and field visits to the programme areas.

213. Monthly status reports are to be submitted to the CPCU Director for review no later than five (5) working days after the end of the month.

⁹ Field visits (to be always carried out jointly with SCU M&E officers) are to be made at least quarterly. They can take place more often than this, particularly, in case some main drawbacks (requiring stronger support to be overcome) are identified during SCU M&E officers' monthly field visits.

Semi-annual Progress Reports

214. The Semi-annual Progress Report is a requirement of the Financing Agreement and must be submitted to IFAD no later than forty-five (45) days after the end of the period. The CPCU M&E, KM and Innovation Officer is responsible for the preparation of the semi-annual reports, which will include technical contributions from all CPCUs Technical Officers and will be based on the information provided on a monthly base by all SCUs. The report will, as a minimum, discuss: i) quantitative and qualitative progress made in implementing the Programme and in the achievement of its objectives, (ii) problems encountered during the reporting period, (iii) steps taken or proposed to be taken to remedy these problems, and (iv) the proposed programme of activities and the progress expected during the following reporting period. The report will be discussed with the CPCU under the leadership of the Director and will be accompanied by progress reports for the operational areas of the Programme, including financial, procurement and governance.

215. Updates on the semi-annual M&E reports will be required prior to IFAD supervision missions. Updates to the progress on Logframe Core Indicators will be provided during supervision missions and at any other time IFAD may request them. The mentioned task are under the responsibility of the CPCU M&E, KM and Innovation officer.

7.7 Baseline and impact studies

216. Baselines will be carried out only in those areas which were not previously covered by IFAD-funded interventions. For all the other areas, data available from impact studies and PCRs will be used and, if needed, partially integrated through ad hoc researches aiming to investigate aspects relating to the target group livelihoods which are relevant for the project being implemented, but that are not reported on by previous IFAD interventions documentation.

217. At the start of the intervention activities, baseline data will be generated on each beneficiary group (pastoralist, agro-pastoralists and smallholder farmers, with a specific focus for each of this category on women and youth) . This information will be used to track changes in the key indicators as programme implementation progresses and results are achieved. The information will be also used to make improvements and/or take corrective actions on the development interventions

218. The SCUs M&E KM and Innovation Officers, working with the technical officers, are responsible for defining the indicators that will be used for establishing the baseline at the beneficiary level in close liaison with the CPCU M&E KM and Innovation Officer who is in charge of consolidating this information at the project level. The minimum requirement of the baseline data is that it needs to provide the information needed to measure the indicators defined in the LF as well as the Core Indicators. Each SCUs is responsible for data collection and analysis, while the responsibility for the aggregate analysis of data at the project level (particularly against the main log frame indicators and the CIs) is attributed to the CPCU M&E KM and Innovation Officer.

219. In close liaison with the SCUs M&E, KM and Innovation officers, the CPCU M&E, KM and Innovation Officer is responsible for developing the Terms of Reference for the conduct of the Baseline Studies. Then , bidding processes will be launched to select the subject (academic institution, external consultancy firm, etc) which will undertake the research.

220. The final Impact Study will be conducted as close to the Programme Completion Date as is possible, to provide the necessary information for the evaluation of the Programme and the preparation of the Programme Completion Report.

7.8 Mid-term review

221. A Mid-Term Review (MTR) will be carried out three years after programme start-up. This will be an external review led by IFAD. It will assess implementation progress and likelihood of the achievement of the programme development objectives through the evaluation of results reported up to that moment against the Log frame indicators (particularly, the IFAD CIs.) The MTR will also pinpoint (if need be) corrective actions to be put in place in the remaining implementation period before completion. The MTR will also assess the effectiveness of the targeting approach and of the gender equality actions. Other aspects that will be taken into consideration in the framework of this exercise are the delivery of intervention activities and the performance of the CPCU and of the nine SCUs.

222. The CPCU Director is responsible for coordinating the activities of the MTR, including developing the schedule for field visits, meetings with stakeholders and meetings with the PMU Staff Members. Each SCU will be responsible for preparing progress reports on their respective areas and to make themselves available to the MTR Mission to ensure that MTR achieves its objectives.

7.9 Programme supervision

223. IFAD's supervisory function will be ongoing and support will be provided to resolve issues that may arise during implementation. Supervision Missions will take place at least once per year and will be organized by IFAD's Country Programme Manager (CPM) in coordination with the Borrower, the Lead Programme Ministry and the CPCU. The Supervision Missions will pay particular attention to smooth and timely implementation of the programme and to the achievement of its intended objectives and outcomes, and to the progress made on achieving the LF and CIs.

224. The supervision missions will monitor the programme feasibility and capacity to deliver on an annual basis based on the following high level triggers:

Triggers	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Number of SPCUs established and fully staffed	9					
Progress in implementation of AWPB	At least 80 percent achieved	At least 80 percent achieved	At least 80 percent achieved	At least 80 percent achieved	At least 80 percent achieved	At least 80 percent achieved
No of NRLMPs developed and approved	20	40	80	10		
No of groups formed, capacitated and developing their LIP	500	1,000	2,500	1,000	500	

225. The following key tasks will be undertaken by the supervision missions:

- Assisting in identifying and discussing actual and potential/emerging problems and constraints, and agreeing on solutions, changes or improvements needed and the responsibilities for their implementation.
- Assessing the appropriateness of the targeting strategy and its effective implementation by the PMU and IPs, suggesting the necessary adjustments to increase outreach and impact, and reviewing programme performance in terms of youth and gender-equity considerations.
- Reviewing the programme's implementation progress against Final Design Report targets and the AWPB, using the key indicators as defined in the LF.

- Discussing the perception of the programme and their participation in its implementation with the SCUs and representatives of Implementing Partners and actively seeking their opinion on improving programme performance.
- Discussing with beneficiaries the level of their participation and access to programme services and results achieved to date, and actively seek their opinion on improving programme performance.
- Undertaking field visits to the targeted areas to spot check and verify reported physical progress.
- Exploring the adequacy of the M&E and the MIS and its use by different stakeholders and assessing whether the system satisfies the information needs of programme stakeholders, and providing on-going monitoring information of programme activities (AWPB), LF and CIs output and higher-level results, including targeting performance and gender equity.
- Examining programme expenditures and making realistic estimates as to whether the programme can be completed within the original cost estimates (foreign currency and local currency).
- Identifying possible cost overruns/savings on IFAD's categories of expenditures and ascertaining the need for a reallocation of funding resources between categories, or cancellation due to savings.
- Reviewing the progress of procurement and disbursements based on comparisons of the records of IFAD and the Programme, verifying the terms of the contracts awarded and the commitments and disbursements made, and obtaining copies of approved contracts not yet submitted to IFAD.
- Checking a sample of Statements of Expenditure (SOEs) to verify their accuracy against IFAD's records.
- Reviewing the financial and accounting systems of the programme and implementing partners (if applicable) and ensuring that these systems are adequate for IFAD's reporting requirements.
- Reviewing compliance by the Borrower with the loan agreement.
- Exploring such other matters related to the programme that may delay or adversely affect programme implementation and that would impact the achievement of the expected results.

7.10 Programme completion process and report

226. The programme completion review is a process undertaken by the Government of Sudan in close coordination with IFAD at the end of the implementation cycle in order to report on the results achieved through programme interventions. The main purposes of the review process are to promote accountability, reflect on programme performance, produce lessons learnt to inform new programme/project designs, define an exit strategy for sustainability. The learning dimension of the completion process should be emphasized since it provides useful information for improvements in future programme/project designs and programming. The completion review process is also critical for identifying opportunities for scaling-up of best practices. As already mentioned, this phase is crucial particularly to enhance the sustainability of programme interventions. The Completion exercise provides all stakeholders with a unique opportunity to reflect on overall programme design and performance, and generate

useful lessons learnt from implementation. Key findings of the completion review will be reported and analysed in the Programme Completion Report (PCR). The Government of Sudan through the CPCU is in charge of carrying out the completion review and of the writing up of the Completion Report. IFAD will support the process, including provision of technical assistance, if required.

227. At the end of the Programme, the CPCU will organize and implement a Closing Workshop with the all the programme stakeholders. The objective of the workshop is to discuss programme experiences and results, identify best practices and success stories and obstacles encountered during implementation so as to provide inputs to the Programme Completion Report (PCR).

8. Knowledge management and communication

[Marina]

228. The overall purpose of KM is to enable the country programme to build a credible knowledge base of practical and actionable know-how that can be used to better address challenges related to the community governance of natural resources in Sudan.

229. CM teams will then play a crucial role in liaising with VDCs to identify lessons learned and best practices from the field. This can be collected in the form of stories from the field and/or cases studies. In order to produce knowledge which is demand-driven, it is highly recommended to explore the knowledge needs also of IFAD's target groups with a specific focus on women, youth and pastoralists. Such an analysis will be carried out by promoting broad consultation process aimed to identify and address knowledge and capacity priorities, needs, gaps and solutions. On the basis of this information, ad hoc information materials and training for target groups based on needs assessments should be produced always counting on the support of the SCUs M&E, KM and Innovation officer.

230. The lessons learned and best practices collected at the field level will be transmitted to the state level, through the SCUs M&E, KM and Innovation officers. The latter will have to identify those experiences or innovations that can be potentially useful to broader audiences and use it as inputs for the preparation of Knowledge Products (KPs). In the case of case studies, she/he will provide support to the CM teams in writing them up (by corroborating the case studies with key data and evidence from the M&E system and by linking them to the wider framework of the development objectives pursued by the programme).

231. SCUs will regularly provide the CCPU with KPs. The CPCU M&E, KM and Innovation Officer will arrange and prepare these products for a wider sharing among all the stakeholders of current IFAD funded interventions in Sudan. The reason for the choice of the CPCU as the main collector of KPs being the reliance on the dissemination tools already developed by the CPCU during the implementation of the previous IFAD-funded interventions. Among this, it is worth mentioning the CCU web page already containing all the relevant information of all IFAD projects in the country (both ongoing and closed). The web page is in Arabic but includes a tab in English. It provides detailed information about IFAD funded programmes, it holds studies and reports on topics which are relevant to IFAD programmes domains of intervention and includes a special section on procurement. Finally, a further page is fully dedicated to videos and stories form the field.

232. Therefore, it is highly recommended to continue to build on this tool as the main dissemination instrument also for SNRLMP. To increase the visibility, a specific hyperlink to this web should be added in the IFAD intranet page covering operations in Sudan. This

action should be carried out in close liaison with NEN KM focal point in Rome by the first of year of implementation. Also, an online forum linked to this web page should be set up: access to it by potential members should be granted by the CPCU M&E, KM and Innovation officer. The forum has to promote the exchange of ideas and comments on NRM related issues and attempt to establish a thematic network involving a broad audience of stakeholders dealing with/interested in community management of natural resources. These stakeholders can be based not in Sudan, but also in other countries. This will allow the promotion of a lively debate and a wider sharing of experience referring to this domain. The idea is to gradually capture the attention not only of IFAD projects traditional stakeholders but also of any professional engaged and active in this sector.

233. The forum should be regularly monitored by the CPCU M&E, KM and Innovation Officer who should also promote the debate over specific issues at least twice a month and who will be the moderator of the network.

234. Also, the possibility to open a specific Facebook page for SNRML should be explored in the first phase of programme implementation. Access to the page will be granted by the CPCU M&E, KM and Innovation Officer after a careful check of the identity and of the genuine interest in the topic by the person asking to join the community. Also in this case, a close collaboration with the NEN KM officer based in Rome should be envisaged. The latter could advise the CPCU M&E, KM and Innovation officer also about the possibility to establish linkages with other ongoing knowledge platforms such as FIDAFrique-IFADAfrica and IFADAsia.

235. Another task which should be regularly performed by the CPCU M&E, KM and Innovation officer refers to the promotion of specific learning events to the benefit of the project teams in the nine States such as project learning days: this will allow all the participants to get training on specific issues, but also to have the possibility to interact and exchange ideas and experiences on a regular basis. Documentation containing the main points arisen during these events should be produced shortly after their implementation, distributed among participants and but also shared at a wider level with all relevant stakeholders.

9. Financial management

236. Refer financial manual presented separately

10. Administration of human resources

237. The selection of project staff will follow competitive procedures in order to ensure recruitment of competent personnel for the project service. The project will need to obtain IFAD approval for recruitment of project staff at the CPMU as well as at SPIUs.

238. The contracts for project recruited staff will be performance based and extension thereof will be based on satisfactory performance.

10.1 Evaluation of Performance

239. performance evaluation for all project staff, will be conducted annually, before expiry their respective contract terms. Evaluation will be based on individual employees' TOR and satisfactory delivery thereof.

11. Procurement and contracting

11.1 Overview

240. In the process of Public Procurement Reform, The Sudan Republic has enacted the Procurement, Contracting and Disposal of Public Assets Act (the Act) which was issued by Government of Sudan in year 2010, drawing on experiences of regional

countries, such as Egypt, Saudi Arabia, Tanzania and Uganda. The act also benefited from studies and remarks made by the World Bank and the Common Market for Eastern and South Africa. In support of implementation of the Act, The Sudan Government has also issued the Regulations/Procedures for Public Procurement, Contracting and Disposal of Public Assets in March 2011 and the Comprehensive Manual for Procurement and Contracting Procedures, to guide the procurement process.

241. The process of Public Procurement Reform is mandated to the General Directorate of Public Procurement, Contracting and Disposal of Public Assets ("the Directorate"). The Directorate is an autonomous unit under the Ministry of Finance and Economic Planning (MoFEP), reporting to the Minister of Finance. The Directorate is staffed with approximately fifty procurement and administrative personnel who are currently undergoing training. At present, the directorate is focusing on implementing the Act, public procurement methods and procedures, formation of procurement committees in the major Governmental units, prohibited actions, review and appeal procedures, ethical behaviour, offences, penalties, capacity building and a chapter regulating the disposal of public assets. (The Act contains fifteen chapters and eighty three articles.) So far, procurement guidelines and standard bidding documents in Arabic (drawing very much on WB documents) have been prepared and distributed to Government Agencies. In future, it is expected that this directorate will shift its focus from implementer of the law to monitoring and oversight.

242. Procurement in donor supported projects is currently governed by the regulations of the donors. However, for IFAD co-financed projects, procurement is agreed to be carried following Government Guidelines as far as they are in line with the Donors Guidelines. It is also the practice under the above agreement that IFAD co-financed projects carry out procurement transactions under local shopping and local competitive bidding. Procurement at levels of national competitive bidding (NCB) and international competitive bidding (ICB) methods will be carried out by the Central Coordination Unit for IFAD co-financed projects (CCU) on behalf of the projects. However, the procurement function at CCU will require further streamlining/strengthening of its capacity. Recently, CCU has recruited a procurement assistant, assigned from the Government, how will need further training particularly on IFAD Procurement Guidelines and knowledge of IFAD Procurement Handbook.

243. In terms of Sudan's overall capacity, procurement capacity is still extremely weak as indicated by recent assessments by IFAD. This is particularly in the areas of managing the bidding process, procurement planning and contract management. A fact which is being confirmed by reviews during supervision missions to different IFAD funded projects. There is no evidence of recent assessments undertaken for The Sudan by other donors. Although it was brought to the information of an earlier mission that training has/is being delivered to the staff of procurement units at the state ministries on the Act, the Regulations, the Manual and the standard documents, it was also observed the procurement at state level is only at small on scale. The continuous shuffling of staff of ministries bear an adverse effect on availability of trained staff. Additionally, It is also noticed that, similar training was not provided to procurement committees at the line department levels.

244. Coupled with the interviews, IFAD's new procurement assessment tool was the main instrument utilised in this validation exercise. This assessment covered the various phases of the procurement cycle, including planning, soliciting and bidding, evaluation and contract management, documentation and staffing.

245. Under the Act, investment projects financed by an international agency are not required to follow the national procurement procedures. But as indicated above, the Project procurement will follow Government Guidelines as far as they are in line with the

IFAD Guidelines. Also considering capacity gaps indicated, close monitoring from the ICO will be made to ensure no deviation occurs.

11.2 Procurement Guidelines

246. Procurement of goods, works and consulting services financed by the Grant shall be subject to the provisions of the Borrower's national procurement regulations, to the extent consistent with the IFAD "Procurement Guidelines" approved by the Executive Board in December 2004, (the "Procurement Guidelines") as such guidelines may be amended from time to time by the Fund. If any provision of the Borrower's national regulations is inconsistent with a provision of this Schedule, then the latter shall govern.

247. As set out above and depending on procurement volume and value, SNRLP procurement activities will be carried out at CCU level, CPMU level, SPIU and community. Considering the relatively weak capacity at present, close monitoring by ICO will be exercised to guide the process. The Project will follow the procurement thresholds as set out in the Letter to the Borrower/Recipient and in the approved Procurement Plan.

248. Whenever possible, procurement of goods and works will be bulked into sizeable bid packages to attract adequate competition thus resulting in cost-effective and efficient procurement.

249. At community level, procurement with community participation, is expected to receive more oversight from the state level procurement and state coordination unit to ensure adherence to required procedures and processes.

250. The project will prepare an 18 months procurement plan at starting of the project to be approved by IFAD and thereafter prepare an annual which will stipulate among other things, description of procurement, quantity/cost, method of procurement, review requirement and the timeframe for the procurement process, through to award of contract.

11.3 Procurement Methods and Thresholds

251. Depending on procurement volume and value, SNRLP procurement of works and goods will be carried out under the following procurement methods: (i) international competitive bidding (ICB); (ii) limited international bidding (LIB) or restricted tendering; (iii) national competitive bidding (NCB); (iv) international or national shopping or requests for quotations; (v) direct contracting; and (vi) in very limited/justifiable cases single source selection (SSS). Procurement with community participation will usually be national shopping method.

252. Thresholds applicable to different methods of procurement will be set in the Letter to Recipient (LTR) after signing the Grant Agreement. However, at this stage proposed thresholds will be as follows:

	Type of procurement	Thresholds	Procurement method
1	Works	- More than EUR 300,000	- ICB*
		- EUR 50,000-300,000	- NCB
		- Less than EUR 50,000	- National shopping & community participation
2	Goods	- More than EUR 200,000	- ICB*
		- EUR 25,000-200,000	- NCB
		- Less than EUR 25,000	- National shopping
3a	Consulting services (firms)	- More than EUR 100,000	- QCBS
		- Less than EUR 100,000	- CQS
3b	Consulting services (individual)**		- Individual consultant selection procedures

253. Works estimated to cost more than EUR 300,000 equivalent will be procured through International Competitive Bidding (ICB) method using the WB's applicable Standard Bidding Documents (SBD). Works estimated between EUR 50,000 and

EUR 300,000 equivalent will be procured through the National Competitive Bidding (NCB). While works estimated below EUR 50,000 will be procured through National Shopping or Community Participation. Direct contracting will have to be identified and approved by IFAD in advance for those cases which justify use of such method.

254. Goods estimated to cost more than EUR 200,000 equivalent per contract will be procured through the International Competitive Bidding (ICB) method using the WB's applicable SBDs. Goods estimated to cost between EUR 25,000 and EUR 200,000 equivalent per contract will be procured through National Competitive Bidding (NCB). Goods estimated to cost less than EUR 25,000 equivalent per contract will be procured through the Shopping method. Direct contracting will have to be identified and approved by IFAD in advance for those cases which justify use of such method. Same thresholds will apply for procurement of non-consulting services.

255. Consulting services estimated to cost more than EUR 100,000 equivalent for firms, will be on the basis of Quality and Cost Based Selection (QCBS) and for services costing less than EUR 100,000 may be on the basis of Consultants' Qualifications (QCS). For individuals, it will be on the basis of Individual Consultants (IC) selection procedures. However, the specific nature of the assignment will finally determine the method of procurement to be followed and will be pre-determined in each approved annual procurement plan.

11.4 Thresholds for Prior Review

256. As indicated in paragraph 69. above, also thresholds applicable to prior IFAD review will be set out in the Letter to Recipient (LTR) after signing the Grant Agreement. However, at this stage proposed thresholds will be as follows:

- Award of any contract for goods and equipment estimated to cost EUR 50,000 equivalent or more;
- Award of any contract for works estimated to cost EUR 100,000 equivalent or more;
- Award to a firm of any contract for consultancy services estimated to cost EUR 100,000 equivalent or more;
- Award to an individual of any contract for consulting services estimated to cost EUR 25,000 equivalent or more; and
- Award of any contract through direct contracting, single source selection, including selection of United Nations agencies, irrespective of the amount. Furthermore, for consultancy services, all Terms of Reference, Short-listing (if applicable) and draft contracts will be subject to IFAD prior review.

257. The aforementioned thresholds may be modified by the Fund during the course of Project implementation.

11.5 Procurement Procedures for Goods (Vehicles, Equipment and Other)

258. The procurement procedures to be followed in procurement of goods is GOS procedures for national shopping (NS) and national competitive bidding (NCB) and World Bank procedures for international competitive bidding (ICB). Accordingly, the format and templates to be used will GOS and World Bank format and templates respectively.

259. The procurement process starts by preparing the project annual procurement plan (PP), starting at community, state and CPMU level, all of them are subsequently consolidated at the CPMU level for approval by the Project Manager (PM), endorsed by project steering committee (along with Project annual work plan and budget) and Ministry of Finance and Economic Planning. After the project PP is being approved by IFAD then procurement activities are ready for implementation in line with planned

methods and time line. Annex 7. to the PDR providing 18 months procurement plan in the format adopted by IFAD financed projects.

260. Based on the approved PP, processing individual procurement activities is initiated by the concerned requesting party for approval at the appropriate different levels of approval (Community, SPIU, CPMU).

261. Upon approval of individual activities, procurement documents (RFQ, BD) should be prepared by respective procurement officer, in collaboration with requesting party and required technical assistance, as may be needed for drafting technical specifications (specs). Should the required expertise for drafting the specs not be available at the project, such expertise should be outsourced.

262. For procurement under ICB and NCB, where this is entrusted with CCU, preparation of the procurement documents should be carried out in collaboration between the project procurement officer and CCU.

263. Procurement under ICB will follow the World Bank procedures and use the World Bank standard bidding documents described below:

- a. Invitation for Bids
- b. Instructions to Bidders
- c. General Conditions of Contract
- d. Special Conditions of Contract
- e. Schedule of Requirements
- f. Technical Specifications
- g. Bid Form and Price Schedules
- h. Bid Security Form
- i. Contract Form and
- j. Performance Security Form

264. Responsibilities for the process will be; (i) CPMU to draft technical specifications (outsource expertise if needed), (ii) CCU is responsible for preparing BD in collaboration with CPMU, (iii) CPMU will seek approval from IFAD, (iv) CCU is to proceed with advertising (advertisement 45 days), bid opening and bid evaluation/reporting is the responsibility of CCU and CPMU, (v) the approval of evaluation report will be done by CPMU/CCU/MoFEP/IFAD, (vii) CPMU and CCU will conduct negotiation with suppliers, as appropriate, (viii) CPMU/CCU will seek approval of negotiated contract from IFAD, (ix) CPMU will sign the contract with supplier/provider and (x) inspection/receipt of deliverables payment for goods/services is the responsibility of CPMU.

265. As stated above procedures to be adopted for NS and NCB are the GOS procedures, detailed in the Sudan Comprehensive Manual for Procurement and Contracting Procedures (the Manual) in Arabic language. The project should obtain enough copies of the Manual -at CPMU, SPIU and community levels- for guidance and as well for training on procurement procedures. It is however, worth-mentioning that documents for NCB have the same format and follow the same procedures of ICB except that the duration for advertisement is shorter and the language for advertisement may be in Arabic or English language and in the national/local newspapers.

11.6 Procurement procedures works

266. Procedures for procurement for works -drawing on provisions of project LTR- will be carried out under national competitive bidding (NCB) or national/local shopping (NS), depending on the estimate value of contract, as none of the planned works is expected to attract international firms. Estimate value being small and works locations are dispersed.

267. The procedures for procurement of works is the same as that of procurement of goods, except where procurement is undertaken with community participation, community will be directly involved in the process.

11.7 Procurement procedures for community-based works

268. The methods to be applied for procurement with community participation for works as well for goods will local competitive bidding and national shopping.

269. Steps and responsibilities associated with procurement with community participation and depicted in the table below:

Step	Task	Organisation/Responsibility			
		Beneficiary group	CBO/cluster	Locality Team/Engineer	SPIU/CPMU
1	Preparation of works specifications	Approve	Approve	provide	Approve
2	Advertisement of bids	Inform	Approve	Inform	Advertise
3	Advertise for bids for materials supply	Inform	Approve	Inform	Advertise
4	Bid opening	Inform	conduct	Inform	Overview
5	Price comparison and bid evaluation	Conduct	Conduct	Consult	Oversight/approve
6	Negotiation and finalisation of contract	Consult	conduct	Consult	Review/approve
7	Execution	Conduct	Conduct	Consult	Overview
8	Payments	Approve	Approve	Consult	Review/process

11.8 Procedures for contracting consultant services

270. The methods which are permitted for the procurement of consulting services are: (i) quality and cost-based selection (QCBS); (ii) quality based selection (QBS); (iii) selection under a fixed budget (FBS); (iv) selection based on consultants' qualifications (CQS); (v) least cost selection (LCS); (vi) single-source selection (SSS); and (vii) selection of individual consultants (IC).

271. Procurement of consulting services under RFP is carried out by CCU in collaboration with the project management. Division of work will be: (i) the project management (CPMU) will be responsible for preparing the ToR and scope of work for the assignment and seek approval of IFAD as required, (ii) CCU will review ToR and scope of work and prepare bid documents, in collaboration with the project, (iii) CPMU/CCU will seek IFAD approval of the bid documents as required, (iv) upon approval CCU will advertise/disseminate bid documents, (v) CCU will receive proposals from potential service providers, form the evaluation committee and arrange for bid opening as appropriate, (vi) with participation of the project the evaluation committee will conduct evaluation and recommend to CCU -at different stages- the successful bidder/provider, (viii) CPMU/CCU will seek/obtain IFAD approval as appropriate, (ix) CPMU/CCU will conduct negotiations with successful bidder/provider and seek IFAD approval of the negotiated contract, (x) CPMU will sign contract with the successful bidder/provider and (xi) CPMU will undertake follow on contract implementation process payment to the contractor accordingly.

11.9 Other details

272. **Post-review:** All other contracts will be subject to post-review and may be subject to procurement audit by the Fund. The Project staff will maintain accurate records of all procurement activities and documents related to the Project. The procurement files will be maintained for review by IFAD supervision missions and independent audits. Staff will also consolidate procurement activities into quarterly and annual progress reports.

273. **Ex post review:** The Project will retain all documentation up to five years after the closing date of the financing for examination by IFAD or by independent auditors. This documentation includes, but is not be limited to, the signed original contract, the evaluation of the respective proposals and recommendation of award. IFAD does not finance expenditures for goods, works or consulting services that have not been procured in accordance with the procedures specified in the financing agreement. In such cases, IFAD may, in addition, exercise other remedies under the financing agreement, including cancellation of the amount in question from the financing. Even if the contract was awarded after obtaining a "no objection" from IFAD, IFAD may still declare miss-procurement if it concludes that the "no objection" was issued on the basis of incomplete, inaccurate or misleading information furnished by the Project or the terms and conditions of the contract had been modified without IFAD's approval.

274. **Register of Contracts:** Procurement carried out by the Project is to be recorded and registered against the Procurement Plan. In addition, all contracts, with or without prior IFAD approval will be listed in the Register of Contracts maintained by the procuring entity with the dates of approval as provided by IFAD. When a contract is amended, the amendment will be recorded in the Register of Contracts. If a contract is cancelled or declared ineligible for financing by IFAD, this information will be written in the Register of Contracts. The register contracts, it is to be updated and submitted to the IFAD Country Programme Manager (CPM)/Country Director (CD) on a quarterly basis. The sample form to be used and instructions are detailed in Annex 6 of IFAD's Loan Disbursement Handbook and the Project Implementation Manual (PIM). It will also be necessary that the Central Project Management Unit (CPMU) prepares annual statistics disaggregated by type and methods of procurement, for the overall procurement transactions carried out.

275. **Staffing and Capacity Development:** The staffing of the procurement function in the Project will comprise one procurement officer with a procurement assistant at the CPMU and one procurement assistant at each of the nine SPIU offices. It is highly recommended that these positions are to be filled competitively, at the CPMU and SPIU levels and their contracts will be performance-based contracts. Competent GoS staff will be eligible to compete and if selected, will be hired as Project staff and it will be their responsibility to take all necessary arrangements in accordance with the labour laws of the country. In order to establish sound procurement management system in the Project and given the current assessment, there will be a need for intensive capacity development of these staffs, as well as for community procurement committees entrusted with procurement at community and cluster levels.

276. **Governance aspects:** While there is still room for improvement in the implementation of the Anti-Corruption Law in Sudan, measures have been taken to reinforce the compliance with the law. The Act provides for provisions on probity and anti-corruption. It provides for sanctions and penalties in the event of discovery, which applies to both individuals and companies and can lead to temporary or permanent debarment, depending on the severity or frequency of the crimes. In the event of criminal activity, the Act provides for action by the public prosecutor and the criminal authorities.

277. In accordance with the Business Anti-Corruption Portal of the Global Advisory Network (GAN) Integrity Solutions, Legislation, Corruption in the form of active and passive bribery is covered by the Sudan Penal Code 2003. Additionally, the major forms of corrupt activity, including attempted corruption, extortion, bribing a foreign official, and money laundering are criminalised. Moreover, Sudan signed the United Nations Convention Against Corruption (UNCAC) in 2005 and the African Union Convention on Preventing and Combating Corruption in 2008, but has not yet ratified either of them. Overall, the institutional setup for countering corruption remains weak in Sudan.

278. In a positive light though, an Anti-Corruption Agency was established in January 2012. A former Under-Secretary of Sudan's Ministry of Finance and National Economy, was appointed to Head the agency. As of August 2013, it is still at too early to evaluate the effectiveness of the newly established anti-corruption agency. However, a December 2012 article published by Sudan Tribune points out that nothing has yet emerged from the agency on its corruption investigation. President Bashir recently sacked the head of the agency because of this, according to All Africa in August 2013. Up to date, there is no public/clear outcome of work done by the agency.

279. **Public Procurement:** According to Global Integrity 2006, Sudan drafted and passed a Public Procurement Law in 2006 and the Act was revised in 2010. The law demands that major public procurement projects go through a competitive bidding process. According to the law, companies that violate procurement rules can be barred from participating in future tenders. Unsuccessful bidders may challenge the procurement decision in court. However, the enforcement is very weak, according to the U4 Anti-Corruption Resource Centre 2017. The public procurement law also covers conflicts of interest for procurement officials. According to Global Integrity 2006, major public procurements are typically advertised in Khartoum daily newspapers, but in most cases not for more than a week due to the cost of advertisement.

280. In particular, good governance measures built in to the Project will include: (i) undertaking all necessary measures to create and sustain a corruption-free environment for activities under the Project; (ii) instituting, maintaining and ensuring compliance with internal procedures and controls for activities under the Project, following international best practice standards for the purpose of preventing corruption, and shall require all relevant ministries, agents and contractors to refrain from engaging in any such activities; (iii) complying with the requirements of IFAD's Policy on Preventing Fraud and Corruption in its Activities and Operations; and (iv) ensuring that the Good Governance Framework is implemented in a timely manner.

12. Contract management

12.1 Purpose

281. Since management of contracts is largely stipulated by terms and conditions of individual contract, section of the manual will provide guidelines, general principles applicable to all types of contractual relationships concluded/entered into by the project.

12.2 Applicability

282. The principles of contract management is applicable to all types of contracts including purchase orders for supply of goods and contracts for provision of non-consulting and consulting services.

12.3 Overview

283. All contracts concluded by the project will be executed by the project management at CPMU and SPIUs levels, as appropriate. Contract management and administration starts at contract negotiation and signing, through to follow up on contract implementation, amendments and extensions as needed and contract completion or termination, should such an unwanted situation be unavoidable.

12.4 Monitoring implementation

284. Once a contract is signed, a focal person (an engineer or another technical person) should be assigned to monitor implementation of the contract reporting to the project coordinator. This focal person is mandated to make sure the implementation is on track and as well help dealing with/solving any problems that may arise in the implementation process. In this he/she is to follow up on physical implementation, review/document deliverables/milestones, identify and resolve problems facing contract implementation and review and certify payment claims/invoices. He/she will also in collaboration with procurement section keep record of all contract documentation, including contract agreement/amendments, implementation progress/payments, guarantees/warranties and interim and final completion certificates.

12.5 Contract completion

285. The completion of contract is the responsibility of the contract focal person and procurement section. At this stage the project should ensure that, (i) goods are received, works completed or services are rendered, (ii) all outstanding claims are settled, (iii) there are no warranties still in place, (iv) claims for missing or damaged items are settled, (v) guarantees and securities have been returned and (vi) all necessary documentation is in place and correct.

12.6 Contract termination

286. Termination of a contract is usually seen as an ultimate resort and is tapped only if it is unavoidable. Conditions for termination of a contract is usually specified in the contract agreement or otherwise, termination comes in compliance with an agreement reached through arbitration or any other dispute resolution mechanism. A contract may be terminated for; (i) engagement in corrupt practices, (ii) insolvency or (iii) a situation of force majeure.

13. Processing of payments

287. Refer financial manual presented separately

14. Environmental and social management plan (ESMP)

288. The project is applying a resilience model to identify adaptation actions to be supported and develop a scorecard to monitor changes in resilience for project beneficiary households. Indeed, the Project Goal aims at improving food security, incomes and resilience of pastoralist, agropastoralist and small crop farmers engaging in joint natural resources (NR) governance and management and development of related businesses in targeted landscapes. Furthermore, one of the key impact indicator is 72,000 HHs (60%) with an increased score in the resilience scorecards.

289. The population's future well-being in Sudan depends on the resilience of communities, cities and ecosystems, and resilience provides a critical point of integration for adaptation strategies. Building resilience is about the suitable actions taken at

present time so that the impact of inevitable shocks and stresses are minimized and the rebound accelerated.

290. Resilience is the ability to cope with adverse shocks and stresses, and to adapt and learn to live with changes and uncertainty. The 'ability to resist, recover from, or adapt to the effects of a shock or a change'¹⁰. 'Resilience is a long-term approach, not only focussed on the ability to bounce back but also integrating adaptation and transformation while undergoing change'¹¹. Indeed, building resilience delivers near-term economic benefits and jobs, while making everyone better prepared when a shock hits. There may be upfront costs to get this done, but money will be saved later: It costs sometimes more to rebuild in the wake of a disaster than to build in a way that can withstand the shock. Resilience can be approached at different levels, such as at the level of agroecosystems or productive territories, countries, communities or families, and facing different crises and shocks.

291. The programme uses a resilience model focused on vulnerable rural families. This model helps to define the strategies of programme interventions to support the vulnerable rural in improving the management of natural resources and adaptive capacities to climate change. The model followed in the Project is based on an identification and grouping of factors that contribute to the households' capacities to face climate related stresses and shocks, reducing their effects and to recover quickly avoiding persistent adverse effects. The model is explained in more detail in the following figure.

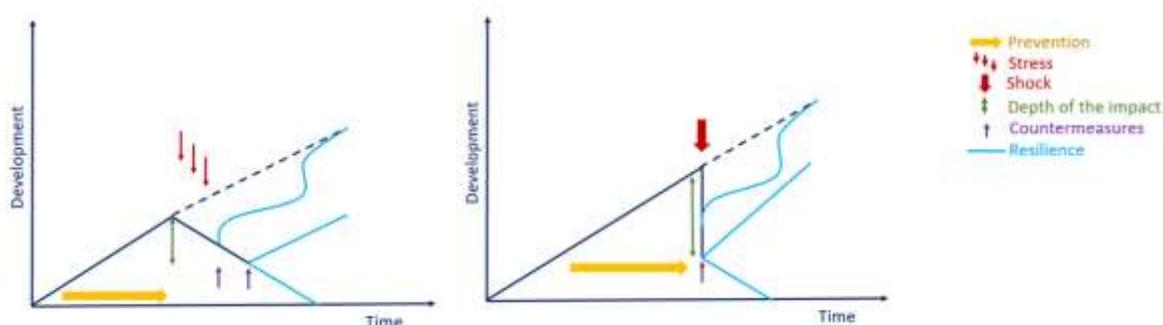


Figure X: Impacts of shocks and stresses on development pathways depending on different levels of resilience

292. The previous figure illustrates how factors, prevention strategies and associated countermeasures contribute to the resilience of households based on their influence on them:

- the depth of the impact (in green) that the shocks (graph on the right) and the stresses (graph on the left) have on households;
- the ability of households to recover (in blue) after a shock (graph on the right) and stress (graph on the left).

293. The depth of the impact depends on factors such as: i) the management of natural resources; ii) diversification of crops, income and means of subsistence; iii) the quality of the diet (health); iv) access by road and transport and other services; v) the

¹⁰ IDS, 2012 - Resilience: New Utopia or New Tyranny?

¹¹ BC3, 2011 – Multidisciplinary perspectives on urban resilience

quality and location of the assets (infrastructure, fields and equipment); vi) the existence of an early warning system and prevention strategies; vii) membership in social networks and/or producer organizations; viii) the knowledge and skills necessary to understand climate trends, the risks and possible impacts on the means of production and subsistence, and the effectiveness of the available adaptation options.

294. On the other hand, the capacity and speed of recovery and adjustments depend on factors such as: i) savings; ii) access to credit; iii) insurance (where life, health, home insurance, etc. are generally more important than agricultural insurance); iv) the effectiveness of public (and private) response programs; v) access by road; vi) the ability to access new technologies and adopt them in subsistence activities; and, again, I saw) belonging to social networks and/or producer organizations.

295. The project will follow this resilience model in every steps of the implementation. Indeed, one of the main considerations for the approval and the adoption of the NRLMPs and NRLIPs by the CDCs and VDCs will be the extent to which they incorporate measures to promote resilience to climate change and prevent environmental degradation. The incorporation of these steps during the implementation stages will result in the sustainability of the benefits to the environment and climate change aspects.

296. The environmental and social screening that has been presented in the SECAP note has predominantly identified at the concept note and design level, for there to be no or low risks related to the Project. Based on the findings the project has been categorised as a category B project. The full design mission conducted public consultations at the ministerial levels, beneficiary as well as with donor and partner organisations, NGOs, civil society, academia and women and farmer associations operating in Sudan.

Targeting strategy

297. SNRLP will be implemented in a total of nine States across the Butana region in East, the Sennar Region in the South-East and the Kordofan Region in the West of Sudan. The nine States are the River Nile, Khartoum, Gazira, Gedaref and Kassala States in the Butana region; the Sennar State in the Sennar region and; the North, South and West Kordofan States in the Kordofan region. Additionally, SNRLP will engage with the White Nile and the Blue Nile States in the Sennar region regarding inter-state NR governance and regulatory issues. These States have high incidence of poverty ranging from 26-60% and malnutrition varying from 14-20% (refer PIM, annex 2). The rural communities in the rainfed parts of these States are highly vulnerable to economic shocks as the NR base in these areas is under pressure from increasing population, high usage for livelihoods, lack of regulation, mismanagement, unregulated mechanised farming, incursions of large herds owned by wealthy farmers and CC, leading to drier conditions (refer PIM for more details). These factors have a particularly adverse impact on smallholder farmers, agro-pastoralists and pastoralists whose livelihoods depend on NR. SNRLP will build on and upscale the positive NRM related experiences of mainly three previous IFAD projects (BIRDP, SUSTAIN and WSRMP) that were active in these regions over the last decade. No activities will be in or close to buffer zones of a national park.

298. The "Programme area, the geographical targeting" and the "target groups and strategies" are detailed in the Project Implementation Manual (points 2.2 and 2.3 respectively).

Environment and Social Management Plan Matrix

299. The matrix below presents the Project interventions, identifies the Social, Environmental and Climate risks and vulnerabilities of rural families, and presents the

mitigation measure through the activities of the project. It also presents tentative questions proposed for the scorecard to monitor the increase in household resilience (the questions and the weight of each of them will be revised at the Project start-up).

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
Component 1: Scaling up community based NR management and businesses			
<p>Subcomponent 1.1: Community mobilization and NR and land-use management planning</p>	<p>Social:</p> <ul style="list-style-type: none"> • Smallholder farmers, especially women and youth, from poorer, more deprived areas are unaware of the opportunity or lack the knowledge and confidence to apply for grants and other project activities. • Risk of increasing marginalization of pastoralists and conflicts due to unregulated mechanized agriculture, natural resource degradation and climate change. • Land use and registration issues could be worsened by the implementation of an agricultural project. • Lack of focus on smallholder famers, women and youth. • Exclusion of women from decision-making <p>Environmental/Climate:</p> <ul style="list-style-type: none"> • Land use and registration issues could be worsened by the implementation of an agricultural project. • Access to water: risk of elite capture and demand for water infrastructures beyond the actual need of the local communities, 	<p>Social:</p> <ul style="list-style-type: none"> • Mobilizing VDCs and CDC/NECs will consolidate and scale up the development of community institutions already started in previous and on-going IFAD projects. Communities already supported would have VDCs and some have been organized in clusters for the development and implementation of Community Livelihood Adaptation and Sustainability Plans (CLASP – IAMDP) and Cluster Adaptation Plans (CAP - LMRP). • Development of NRLMPs: The programme will support the CDC/NECs in conducting a participatory community and inter community planning process leading to the formulation and ownership of a NRLMP, land registration processes and NR Conflict resolution mechanism. • Development of co-management arrangement for "open access" common areas. Special attention will be given to livestock routs, where relevant, in order to increase mutual benefits and avoid conflicts between 	<p>Score-card:</p> <p>Can you explain how CVC have affected your production activities the last 10 years and how they will be affected in the future?</p> <p>Can you explain what options of adaptation practices and changes in your production system you can and/or may implement to address these risks?</p> <p>Have you participated in any activities for rehabilitation of livestock routs agreed with your community and do you trust it will bring positive benefits?</p> <p>Do you think your community will be able to manage the open access common areas? (why, why not?)</p>

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
	<p>overuse and degradation of the vegetation and land in the surrounding area and conflict over resources may erupt.</p> <ul style="list-style-type: none"> • Lack of knowledge about risks and effects of the Climate Variability and Change and options of adaptation practices • Climatic shock: the main effect of climate change on weather patterns is the increased occurrence of extreme weather events: droughts, flooding in particular. These weather shock can have a direct impact on crops and damage infrastructure. • Risk of depletion of the aquifer and related depletion of rangeland. • Promotion of NR related livelihoods and technologies could have unintended adverse environmental impacts 	<p>the cluster or network communities and pastoralists and agro-pastoralists passing through their area.</p> <ul style="list-style-type: none"> • Formulation of livelihoods investment plans (LIPs) and support of Village Savings and Credit Groups (VSCGs) involving 70% women, NR Livelihood groups (NRLGs) and Vulnerable Women's Groups (VWGs) • Self-targeting will be facilitated through use of gender-sensitive delivery systems (e.g. delivering training at village level), capacity-building tailored to the needs of women, youth and pastoralists and an on-going consultative process with beneficiaries through committees and forums • Women will constitute a minimum of 30% and youth will constitute a minimum of 30% of members of VDCs, interest groups and clusters. In addition women and youth sub-committees will support women and youth representatives in the clusters. • The inclusion of women and youth in forums formed for discussion on NRM will be ensured. The representation of 	

Project Intervention	Social/Environmental/Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
		<p>women (50 % and youth (30 %) in NRM forums at locality, State and National level will be ensured.</p> <p>Environmental/Climate:</p> <ul style="list-style-type: none"> • Village Development Committees (VDCs), other relevant community organizations and networks or clusters of VDCs. The objective is to strengthen their organisation in Cluster Development Committees or Network Executive Committees (CDC/NECs) and their land and NR governance systems and institutions. • Establishment of water-points with careful pre-analysis with the communities and the establishment of water and catchment management arrangements. • Sensitization and participatory analysis through the development of NRLMPs of the effects of Climate Variability and Change on productive activities, water and other means of life of families and identification of mitigation practices. • Climate Risk Assessment and Management Plan (CRAMP) will back the NRLMP in each cluster to identify the main environmental and climate 	

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
		<p>risks in a cluster, The CRAMP will be developed as a part of the NRLPMs development process. The CRAMP will influence the CDC/NECs at the time of developing the NR vision for the clusters. It will also highlight the climate risks to be considered (in the NRLMPs) while identifying the interventions for attaining the NR vision of the cluster or network.</p> <ul style="list-style-type: none"> Each LIP will be backed by a Climate Adaptation Investment and Management Plan (CAIMP). The CLAIMPs will identify the specific climate risk and mitigation measure association with the implementation of the activities defined in each LIP. 	
<p>1. Subcomponent 1.2: Implementation of NR-based Livelihood Investment</p>	<p>Social</p> <ul style="list-style-type: none"> Young and women may not benefit from project professional opportunities. In the absence of seed capital support, the adoption of innovative technologies and starting up microenterprises (ME) to diversify smallholders' livelihoods is very challenging. Capital financing for youth and women may be insufficient to start business in remote and poor areas. 	<p>Social</p> <ul style="list-style-type: none"> Engagement of village youth and young professionals to support extension services to VDCs, CDC/NECs and the various NR and common interest groups and to increase opportunities for youth. The SNRLP will scale up the good experiences of the BIRDIP in engaging youth in supporting programme activities. Also, experience from the BIRDIP shows that the vast 	<p>Score-card:</p> <p>Did you benefit from seed capital support for start-up your business?</p> <p>Does the land developed have sufficient access to water resources (stored in soils and/or cisterns) to cover the needs of the production during the dry season?</p>

Project Intervention	Social/Environmental/Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
<p>ment Plans.</p>	<p>Environmental/Climate:</p> <ul style="list-style-type: none"> • Climatic shock: the main effect of climate change on weather patterns is the increased occurrence of extreme weather events: droughts, flooding. These weather shocks can have a direct impact on crops and damage infrastructure. • Insufficient and / or insecure access to land and water for productive activities • Low interest and capacity of smallholders to adopt new climate smart approaches and technologies. • Water is a scarce resource in Sudan. The project could risk to increase water insecurity through increased and unsustainable pressure on limited water resources. • Inappropriate agricultural practices can lead to low and variable productivity (due also to erratic climatic conditions), land degradation, desertification, reduced soil fertility and health-related impacts (water and chemicals). • Community-based practices not sustainable, common areas over-used and creating conflicts. 	<p>majority interested and embarking on the YP programme are women. With their presence as articulated and supporting professionals in the villages the YP programme also has a strong impact on the mobilization of women in the villages, change in culture to more openness towards women participation, and accepting women speaking in meetings.</p> <ul style="list-style-type: none"> • Business development support to NR related enterprises to develop the capacity of the groups and individuals to implement the enterprises successfully. • Partnership with MFIs: SNRLP will select partnering financial institutions (PFI) that are ready to provide access to credit to beneficiaries to help them meet the beneficiary contribution needed to access seed capital financing. SNRLP will offer seed capital support for start-up NR based MEs in collaboration with partnering financial institutions (PFIs). The share of the PFIs will be very limited at the beginning and increase gradually to support the growth and scaling up of 	<p>Is your micro business supported by the RELAP MET facility constrained by insufficient access to water? Have you introduced any CA practice to improve the fertility and water storage capacity of your soils? <i>If yes</i> Have you observed any improvement in the yields of your crops by using these practices?</p> <p>Is your land under the developed CA practices under profitable production?</p> <p>2. Supervision and reporting: The YPs and extension resource persons will assist the VDCs to prepare quarterly reports on the progress of the enterprises supported through seed capital financing. Based on the details of these</p>

Project Intervention	Social/Environmental/Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
		<p>the MEs.</p> <p>Environmental/Climate:</p> <ul style="list-style-type: none"> The project will promote environmentally and climate resilient CA practices, to better manage limited resources and protect soils by, among others, avoiding cultivation of water consuming varieties of crops; supporting the plantation of more trees (forest and horticulture); practicing diversified associate crop production and mulching system; collecting local seed and preservation systems; reintroducing drought tolerant varieties and less water consuming of crops (e.g. Guar). LIPs activities will be eligible within limited NR related investment areas as Rangeland and livestock rearing; Forestland conservation and related businesses; Catchment and water point management; Cropland development and climate adaptation in farming practices; Stock routes management and livelihoods of pastoralists. Interstate and federal intervention is ensured throughout the project activities i) for institutionalizing the community-based practices and for 	<p>reports the CDOs conduct regular monitoring of the programme supported enterprises. The technical team in the SPCU will also be responsible for monitoring these enterprises during the field visits.</p>

Project Intervention	Social/Environmental/Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
		<p>securing their sustainability and further scaling up; ii) to prevent the lack of governance and degradation of vast areas of rangelands in Sudan which are under an open-access regime (common land) outside the jurisdiction of communities; iii) to prevent the encroachment of the common rangelands and the blocking of the stock routes for use by mechanized farming investments and settled communities.</p>	
Component 2 Improving the institutional framework for upscaling community based NRM			
Subcomponent 2.1: Strengthening of legal and policy frameworks	Social <ul style="list-style-type: none"> • Policies on NR taken at State and Federal level are not appropriate for local context. • Difficulty for locality and civil society organisations to engage in policy formulation and implementation processes at State and Federal level. 	Social <ul style="list-style-type: none"> • Reviews of land and NR governance frameworks, four systematic reviews (one federal and three regional) by independent consultants. • NR consultation fora for policy formulation and implementation, NR consultative forums/multi-stakeholder platforms at Locality, State, Inter-state and Federal levels. • Strategies for NR governance and management and revision of policies and regulations. 	
3. Subco	Environmental/Climate:	Environmental/Climate:	

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
<p>Component 2.2: Building institutional capacities</p>	<ul style="list-style-type: none"> • Lack of knowledge on CC risks and CA practices of the extension and service providers. • Lack of research for evidence-based impacts and decision making. • Difficulty to capitalize on previous experience and facilitate scaling up. 	<ul style="list-style-type: none"> • Training for extension and research service providers, institutions staff on CC adaptation and NR governance. Training will be provided to public and private extension service providers and Locality, State and Federal government staff in: community-based NR governance and management and the related roles of the Native Administrations, Localities and States; appropriate investments in sustainable land and NR use; climate risk reduction and climate change adaptation strategies; Development of Land-use zoning maps and related regulations incorporating native administration; GIS; etc. • Linkages will be made to both national and international universities and research institutions to strengthen the capturing and analysis of lessons learnt. • Consolidating capacities for implementation of existing instrument, e.g. the programme will support with training, materials and equipment for the effective use of the land-use map in Sennar for decision making in reforming policies and regulations and for follow-up monitoring. 	

Project Intervention	Social/Environmental/ Climate Risk Factors	Mitigating Measure	Tentative Score-card questions/Supervision and reporting related to COSTAB (if applicable)
		<ul style="list-style-type: none"> • Establishing a framework for revenue generation and reinvestment, the programme will support the relevant government institutions in each region in the establishment of a framework and guidelines for revenue generation for O&M and depreciation costs but also for reinvestment in land and NR use and management by communities. 	

Grievance and Redress Mechanism

300. The proposed project will utilise the existing IFAD's grievance mechanism to allow affected to raise concerns that the proposed project is not complying with its social and environmental policies or commitments. The consultative process with the community and beneficiaries aims to ensure prevention of grievances that might arise from the project activities. However, if at all, there are any grievances, the below redressal mechanism is proposed:

- Grievance redressal mechanism would be shared with the community during the project inception workshop and subsequent meetings with the beneficiaries
- As part of the grievance redress mechanism, the contact details of the project partners - Cluster Coordinator/ Project Manager would be made available to stakeholders including project beneficiaries and the community. Contact numbers would be displayed at common or predominant places along-with the project details. This is expected to promote social auditing of project implementation. The grievance mechanism will be available to the entire project intervention areas. However, the functionality of the mechanism rests with the beneficiaries considering that the project including the grievance mechanism is envisaged to be a bottom up approach.

301. Grievances are aimed to be addressed at the field level by the project team which will be the first level of redressal mechanism. If the grievance is not resolved at the field level, it will be escalated to the Project staff and then to IFAD who will be responsible for addressing grievances related to violation of any of the provisions of Environmental and Social Policy of the Adaptation Fund. All grievances received and action taken on them will be put up before the Project staff and Steering committee meetings and will also be included in the progress reports to the NIE for reporting and monitoring purposes.

302. IFAD has established a complaints procedure to receive and facilitate resolution of concerns and complaints with respect to alleged non-compliance of its environmental and social policies and the mandatory aspects of its Social, Environmental and Climate Assessment Procedures in the context of IFAD-supported projects. The procedure allows affected complainants to have their concerns resolved in a fair and timely manner through an independent process. IFAD may be contacted by e-mail at SECAPcomplaints@ifad.org. For more information, visit the IFAD webpage: <https://www.ifad.org/web/guest/accountability-and-complaints-procedure>.

303. The component 1 community participatory process leading to the development and agreement on NRLMPs which are setting the frameworks for the participatory development of LIPs, complies with FPIC requirements.

Annex 1: Logframe

Results Hierarchy	Indicators	Unit	Baseline	Mid-Term	End-Target	Means of Verification			Assumptions
						Source	Frequency	Responsibility	
Outreach	1.a Households receiving project services*					Proj. reports	Annual	CPCU	
	Total number (50% female)	HH		84,000	120,000				
	1.b Estimated corresponding total number of HH members					Proj. reports	Annual	CPCU	
	- Household members - Number of people (6 members per households)	HH Members		504,000	720,000				
	1. Persons directly receiving SNRLP promoted/supported services					Proj. reports	Annual	CPCU	
	- Men	persons		42,000	60,000				
	- Women	persons		42,000	60,000				
	- Youth	persons		25,200	36,000				
	- Pastoralists	persons		16,800	24,000				
	- Agro-pastoralists	persons		25,200	36,000				
	- Smallholder farmers	persons		42,000	60,000				
Total number	persons		84,000	120,000					
Project Goal Improved food security, incomes and resilience of pastoralist, agro-pastoralist and smallholder crop farmers in the Butana, Kordofan and Sennar regions	Reduction of severe acute malnutrition in children	Prevalence of wasting in children under five (%)		16.5	14.5	Baseline, mid & end line survey	Baseline, Mid-term, Completion	CPCU	- Stable political and macro-economic environment - No major natural disaster affects the Project Area
	Households reporting an increase of at least 20% in income as a result of services provided by the project			30	70	Baseline, mid & end line Survey	Baseline, Mid-term, Completion	CPCU	
		HH		36,000	84,000				
	Households with increased score of at least 30% in the resilience score card (appendix 5.2)			20	60	Baseline, mid & end line Survey	Baseline, Mid-term, Completion	CPCU	
	HH		24,000	72,000					
Development Objective Increase production, secure access to NRs for vulnerable users and improve the sustainability of NR related livelihoods in Butana, Kordofan, and the Sennar regions	1.2.4 Households reporting increase in production of milk, meat, crop, forest products			40	70	Baseline, mid & end line Survey	Baseline, Mid-term, Completion	CPCU	Government willingness to improve access to NR
	- Men	HH		24,000	42,000				
	- Women	HH		24,000	42,000				
	- Youth	HH		14,400	25,200				
	- Pastoralists	HH		9,600	16,800				
	- Agro-pastoralists	HH		14,400	25,200				
	- Smallholder farmers	HH		24,000	42,000				

Results Hierarchy	Indicators	Unit	Baseline	Mid-Term	End-Target	Means of Verification			Assumptions
						Source	Frequency	Responsibility	
	Total	HH		48,000	84,000				
	1.2.1 Households reporting improved access to each of land, forests, water or water bodies for production			30	60	Baseline, mid & end line Survey	Baseline, Mid-term, Completion	CPCU	
	- Men	persons		18,000	36,000				
	- Women	persons		18,000	36,000				
	- Youth	persons		10,800	21,600				
	- Pastoralists	persons		7,200	14,400				
	- Agro-pastoralists	persons		10,800	21,600				
	- Smallholder farmers	persons		18,000	36,000				
	Total	persons		36,000	72,000				
Outcome 1	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient practices			30	70	Progress reports by SCUs	Annual	SPCU	NRM practices are disseminated and adopted widely Good quality BDS are available Smallholder access to rural financial services
Increased adoption of NR management practices, technologies and business models that enhances the quality and sustainable use of NRs,.	- Men	persons		18,000	42,000				
	- Women	persons		18,000	42,000				
	- Youth	persons		10,800	25,200				
	- Pastoralists	persons		7,200	16,800				
	- Agro-pastoralists	persons		10,800	25,200				
	- Smallholder farmers	persons		18,000	42,000				
	Total	persons		36,000	84,000				
	3.2.3 Persons reporting a significant reduction in time spent collecting water or fuel			40	70	Progress reports by SPCUs	Annual	SPCU	
	- Men	Persons		24,000	42,000				
	- Women	Persons		24,000	42,000				
	- Youth	Persons		14,400	25,200				
	- Pastoralists	Persons		9,600	16,800				
	- Agro-pastoralists	Persons		14,400	25,200				
	- Smallholder farmers	Persons		24,000	42,000				
	Total	Persons		48,000	84,000				
	3.1.4 Number of hectares of land brought under climate resilience management			81,876	793,972	Progress reports by SPCUs	Annual	SPCU	
	Ha								
	- Cropland	Ha		65,285	163,213				
	- Rangeland	Ha		11,441	28,602				
	- Stock routes	Ha		3,750	600,000				

Results Hierarchy	Indicators	Unit	Baseline	Mid-Term	End-Target	Means of Verification			Assumptions	
						Source	Frequency	Responsibility		
	- Forest land	Ha		1,400	2,157					
Output 1.1 Inter-community framework for NR and land-use governance effectively implemented	Number of cluster/network NR and Land-Use Management Plans (NRLMP) with CCA mainstreamed being implemented Number of plans			70	150	Progress reports by SPCUs	Semi-annually	SPCU		
	1.1.1 Persons whose ownership or user rights over NR registered in national cadasters/ geographic information management systems (forests & rangelands registration)			30	60					
		- Men	Persons		18,000	36,000	Progress reports by SCUs	Semi-annually	SPCU	
		- Women	Persons		18,000	36,000				
		- Youth	Persons		10,800	21,600				
		- Pastoralists	Persons		7,200	14,400				
		- Agro-pastoralists	Persons		10,800	21,600				
		- Smallholder farmers	Persons		18,000	36,000				
		Total	Persons		36,000	72,000				
	Persons reporting reduction in dispute over use of land and natural resources			30	60					
		- Men	Persons		18,000	36,000	Progress reports by SCUs	Semi-annually	SPCU	
		- Women	Persons		18,000	36,000				
		- Youth	Persons		10,800	21,600				
		- Pastoralists	Persons		7,200	14,400				
		- Agro-pastoralists	Persons		10,800	21,600				
	- Smallholder farmers	Persons		18,000	36,000					
	Total	Persons		36,000	72,000					
Output 1.2 Access to technical assistance and finance facilitated to support the implementation of Livelihood Investment Plans (LIP) aligned with NRLMPs	3.1.1 Groups supported to improve their livelihoods by sustainably managing NR and climate risks Number of groups (gp)			3,850	5,500					
		- Men	Gp. members		42,000	60,000				
		- Women	Gp. members		42,000	60,000				
		- Youth	Gp. members		25,200	36,000				
		- Pastoralists	Gp. members		16,800	24,000				
		- Agro-pastoralists	Gp. members		25,200	36,000				
		- Smallholder farmers	Gp. members		42,000	60,000				
		Total	Gp. members		84,000	120,000				
		- Women in leadership position	Group		1,155	1,650				

Results Hierarchy	Indicators	Unit	Baseline	Mid-Term	End-Target	Means of Verification			Assumptions
						Source	Frequency	Responsibility	
	- Pastoralist in leadership position	Group		280	400				
Outcome 2 Legal, policy and institutional framework for upscaling community based NRM improved	Number of institutions at federal, state and locality level that have adopted and implemented improved regulations and policies in the realm of NRM Institutions			5	10	M&E system	Annual	SPCU	-The capacities of institutions developed -Government support review for NRM framework
Output 2.1 Natural resources legal and policy frameworks strengthened	Policy 1 Number of policy-relevant knowledge products completed Frameworks/knowledge products			5	10	M&E system	Annual	CPCU	
	- Reviews of frameworks governing land-use and NRM with a set of recommendations for revisions and for strengthened implementation	Frameworks		4	4				
	- Guidelines for community schemes/models for governance and management of NRs generating revenues for reinvestment	Frameworks		3	3				
	- Other policy relevant knowledge products	Knowledge products		3	3				
	Policy 2 Number of Land and NR governance multi-stakeholder platforms/fora at Locality, State & Federal levels Platforms			6	9				
Output 2.2 Institutions capacitated on community based CCA and NR governance, management and suitable technology related issues	No. of institution staff trained on CC adaptation & NR govern. Staff			250	500	M&E system	Annual	CPCU	
	- Men	Staff		150	300				
	- Women	Staff		100	200				

Annex 2:

Region	States	Poverty Incidence by State Source: NBHS (National Baseline Household Survey) 2009 / IPRSP	Percentage of under-five children wasted (moderate and severe acute malnutrition) by State Source: Sudan MICS, 2014	Localities	No. Of Villages Data Source: Excel Doc titled All State Latest	Wasting Global (6-59 months WHZ) Source: S3M, 2014	Wasting Severe ¹ (6-59 months MUAC) Source: S3M, 2014	Improved Source of Drinking water Source: S3M, 2014	Improved Sanitation Source: S3M, 2014
Country level		46.5 Rural – 57.6 Urban – 26.5	16.3						
Darfur	Central Darfur	-	17.8	Azum	82	10.6	2.5	63.4	3.2
				Bendasi	64	21.8	2.9	57.0	12.2
				Central Jebel Mara	53	-	-	-	-
				Mukjar	112	11.3	2.0	37.4	48.5
				Mukjar (Town)		11.1	1.8	36.9	48.4
				Nertiti	53	1.9	1.1	16.3	29.4
				North Jebel Mara	52	-	-	-	-
				Um Dukhun	86	11.1	3.3	77.0	9.1
				Um Dukhun (Town)		11.1	3.4	76.9	9.0
				Wadi Salih	170	10.5	3.5	46.2	7.8
				Zalingi	127	14.6	0.8	46.1	22.2
				Zalingi (Town)		13.4	1.5	68.0	58.0
	Rokiro*	-	10.1	0.0	72.9	67.8			
	All state except capital		12.7	2.6	55.9	9.6			
	East Darfur	-	15.3	Abu Jabra	57				
				Abukarinka	39	14.3	2.8	4.2	0.0
				Adila	77	3.6	1.6	0.0	28.1
				Assalaya	110	27.0	5.7	69.4	3.5
				Bahr El Arab	70	-	-	-	-
				Ed Dain	26	11.1	3.2	0.9	0.0
Ed Dain (Town)				13.3		3.9	33.8	31.4	
El Firdous				48	21.9	4.7	2.6	1.0	
Shia'ria	58	25.7	6.6	52.1	2.1				
Yassin	108	22.6	5.7	25.0	10.9				

¹ Wasting reflects a deficit in weight relative to height due to a recent and severe process resulting in loss of tissue and fat mass (severe is three standard deviations below from median height and weight).

Region	States	Poverty Incidence by State	Percentage of under-five children wasted (moderate and	Localities	No. Of Villages	Wasting Global (6-59	Wasting Severe ¹² (6-59 months	Improved Source of Drinking	Improved Sanitation
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¹² Wasting reflects a deficit in weight relative to height due to a recent and severe process resulting in loss of tissue and fat mass (severe is three standard deviations below from median height and weight).

		Source: NBHS (National Baseline Household Survey) 2009 / IPRSP	severe malnutrition) acute by State	Source: Sudan MICS, 2014	Data Source: Excel Doc titled All State Latest	months WHZ)	MUAC)	water	Source: S3M, 2014	
Country level		46.5 Rural – 57.6 Urban – 26.5	16.3							
Darfur	Central Darfur	-	17.8	Azum	82	10.6	2.5	63.4	3.2	
				Bendasi	64	21.8	2.9	57.0	12.2	
				Central Jebel Mara	53	-	-	-	-	
				Mukjar	112	11.3	2.0	37.4	48.5	
				Mukjar (Town)		11.1	1.8	36.9	48.4	
				Nertiti	53	1.9	1.1	16.3	29.4	
				North Jebel Mara	52	-	-	-	-	
				Um Dukhun	86	11.1	3.3	77.0	9.1	
				Um Dukhun (Town)		11.1	3.4	76.9	9.0	
				Wadi Salih	170	10.5	3.5	46.2	7.8	
				Zalingi	127	14.6	0.8	46.1	22.2	
				Zalingi (Town)		13.4	1.5	68.0	58.0	
				Rokiro*	-	10.1	0.0	72.9	67.8	
				All state except capital		12.7	2.6	55.9	9.6	
	East Darfur	-	15.3	Abu Jabra	57					
				Abukarinka	39	14.3	2.8	4.2	0.0	
				Adila	77	3.6	1.6	0.0	28.1	
				Assalaya	110	27.0	5.7	69.4	3.5	
				Bahr El Arab	70	-	-	-	-	
				Ed Dain	26	11.1	3.2	0.9	0.0	
				Ed Dain (Town)		13.3	3.9	33.8	31.4	
				El Firdous	48	21.9	4.7	2.6	1.0	
				Shia'ria	58	25.7	6.6	52.1	2.1	
				Yassin	108	22.6	5.7	25.0	10.9	
				Aubgabar*	-	14.6	0.0	20.8	0.0	
				Aubmatarg*	-	10.3	0.0	4.9	0.0	
	All state except capital		14.9	3.2	12.7	7.9				
North Darfur	69.4	27.9	Dar Elsalam	42	16.7	8.3	94.4	5.8		
			El Fasher	222	16.8	4.9	67.2	22.0		
			El Fasher (Town)		16.5	5.8	59.2	48.1		

				El Lait	66	40.5	9.7	100.0	23.6
				El Malha	57	33.0	3.7	68.0	3.2
				El Serief	121	21.9	7.3	27.4	12.9
				El Tawisha	79	30.4	4.1	94.0	12.7
				El Tina	47	14.2	0.0	31.9	2.8
				El Kuma	34	27.3	9.6	2.4	37.6
				Kebkabiya	37	15.1	2.1	28.3	3.1
				Kelemando	96	21.0	8.9	96.5	15.2
				Kernoi	39	31.3	0.0	51.7	0.0
				Kutum	141	37.6	2.7	8.7	11.4
				Melit	87	33.5	3.9	83.5	0.8
				Saraf Omra	129	12.4	0.0	0.0	0.0
				Tawila	67	9.5	3.3	46.2	3.6
				Um Baru	27	15.7	1.6	24.9	0.3
				Um Kadada	128	33.8	3.5	67.6	10.7
	Zamzam Camp*	-	13.7	4.9	67.7	31.3			
	El Serief Camp*	-	22.5	7.4	26.5	12.2			
	All state except capital		28.3	5.8	60.4	12.9			
	South Darfur	61.2	15.9	Beliel	87	15.9	0.0	13.5	12.5
				Buram	185	14.7	1.1	0.0	1.0
				Damso	34	23.1	20.8	37.5	19.8
				Ed Elfursan	136	12.5	1.4	35.4	0.0
				El Radoum	210	9.7	3.7	23.2	1.3
				El Sunta	113	-	-	-	-
				El Wihda	18	19.8	2.1	93.8	1.8
				Es Salam	108	29.1	4.4	27.8	2.3
				Gereida	87	17.7	0.0	33.3	6.1
Kas				95	14.5	3.8	47.3	3.1	
Kateila				91	22.3	4.6	19.2	0.0	
Kubum				88	10.6	0.0	11.3	4.4	
Mershing	83	16.0	5.9	100.0	0.0				
Nitega	103	12.6	0.0	62.1	5.1				
Nyala North	16	-	-	-	-				
Nyala South	29	-	-	-	-				
Nyala Town*	-	12.9	2.9	15.1	11.6				
Rehaid Elbirdi	144	22.6	0.0	84.6	0.0				
Sharg El Jabal	51	-	-	-	-				
Shattaya	51	-	-	-	-				
Tulus	46	20.2	23.5	7.8	3.1				
Um Dafoug	37	0.0	0.0	10.0	0.0				

	West Darfur	55.6	19.1	Kalma Camp*	-	26.4	6.2		
				All state except capital		18.3	3.6	47.4	2.2
				Beida	109	9.1	1.2	11.1	1.6
				El Geneina	190	9.2	0.0	41.2	56.9
				El Geneina (Town)		7.6	1.2	53.5	29.1
				Foro Baranga	49	14.2	2.3	65.7	3.0
				Habila	98	14.6	3.9	60.1	1.2
				Jebel Moon	66	10.5	0.9	56.8	22.2
				Kereneik	242	7.6	0.6	50.1	15.1
				Kulbus	57	12.6	1.3	21.4	0.9
				Sirba	74	6.7	2.6	19.8	5.6
				Morne Camp*	-	11.9	2.1	84.7	51.1
All state except capital		8.4	1.4	34.5	5.1				
Eastern	Blue Nile	56.5	11.1	Baw	232	25.0	4.4	96.9	0.0
				Ed Damazine	138	14.5	1.4	99.0	66.7
				Ed Damazine (Town)		12.7	2.7	88.8	19.5
				El Kurmuk	127	16.2	2.0	37.5	0.0
				El Roseiris	116	20.3	5.2	85.2	73.2
				El Roseiris (Town)		10.6	2.0	86.3	16.0
				El Tadamon	58	14.5	0.0	2.3	0.0
				Geisan	125	16.0	6.1	97.6	90.6
				Wad El Mahi	116	-	-	-	-
				All state except capital		18.5	4.8	84.9	73.3
	Sennar	44.1	16.0	Abu Hajar	103	14.9	2.1	14.8	3.9
				Ed Dinder	103	11.9	1.3	78.5	6.0
				El Dali	37	13.3	1.2	25.5	13.5
				Es Suki	113	12.5	1.6	42.2	8.4
				Sennar	239	13.4	1.1	45.3	7.1
				Sennar (Town)		8.8	0.3	84.4	59.6
				Sharg Sennar	262	15.0	1.7	90.1	17.1
				Sinja	122	4.2	0.0	83.8	5.5
				Sinja (Town)		9.0	1.1	93.3	44.3
	All State except capital		12.8	1.4	46.4	9.5			
	Kassala	36.3	18.5	Kassala Town	96	15.2	1.2	58.4	52.1
				New Halfa	113	10.1	0.8	45.3	42.2
				Refi Hamashkureib	25	16.7	7.7	4.8	0.0
				Hamashkureib (Town)		16.7	7.6	4.9	0.0
Refi Kassla				124	19.1	2.8	2.5	0.6	
Refi Nahr Atbara				23	16.0	2.7	100.0	0.0	
Refi North Delta	46	12.8	4.9	1.3	0.5				

				Rural Aroma	120	21.8	9.5	0.0	2.3
				Rural Khashm Elgirba	91	12.7	3.4	17.2	5.5
				Rural Telkok	57	16.2	4.8	0.0	24.6
				Rural Wad Elhilaiw	61	8.5	1.9	0.0	2.6
				Rural Western Kassala	65	11.6	2.0	0.0	2.3
				All state except capital		15.2	4.3	13.1	13.0
	Gedaref	50.1	15.4	Basunda	40	16.2	4.7	1.3	2.1
				Eastern Galabat	75	3.5	0.0	0.0	0.0
				El Fao	65	6.8	0.0	77.2	0.0
				El Fashaga	102	17.9	2.7	91.8	6.5
				El Mafaza	56	13.3	2.0	33.3	100.0
				El Qureisha	56	13.9	2.3	0.0	2.8
				El Rahad	108	5.2	0.0	84.4	0.0
				Elbutana	55	13.6	2.8	1.4	0.7
Gala'a El Nahal				56	14.7	1.2	12.9	1.2	
Gedaref Town				123	13.2	3.5	64.2	22.6	
Middle Gedaref				85	-	-	-	-	
Western Galabat				106	19.5	6.7	33.3	2.1	
All state except capital		13.2	2.0	46.0	4.0				
Central	Gazera	37.8	14.0	El Hassahisa	728	3.8	2.9	100.0	14.7
				El Kamlin	373	9.5	1.6	87.6	7.6
				El Managil	578	9.6	3.8	90.9	8.6
				El Qureshi	413	-	-	-	-
				Ganub El Gazera	717	10.1	1.0	83.4	24.0
				Greater Medani	64	8.1	3.1	94.0	62.9
				Sharg El Gazera	383	11.0	1.4	85.2	58.6
				Um Elqura	221	10.9	3.6	59.3	35.1
				Madani Al Kobra*	-	20.0	0.0	100.0	66.7
	All state except capital		9.6	2.6	86.9	16.2			
	Khartoum	26.0	14.5	Bahri	132	11.0	0.4	95.9	89.8
				Jebel Awlia	21	6.4	0.3	91.3	52.7
				Karrari	90	7.4	2.7	98.0	1.0
				Khartoum*	-	7.7	1.2	88.4	82.0
				Sharg Eineel	269	8.0	1.5	77.4	41.8
				Um Bada	113	5.1	1.9	96.0	25.1
				Um Durman	90	8.7	0.2	90.0	17.5
	All state		8.2	1.3	90.4	47.9			
	White Nile	55.5	14.4	El Diwaim	314	5.8	0.3	0.0	0.0
				El Gutaina	259	9.4	2.0	10.3	10.4
				El Jabalain	94	11.0	3.2	62.1	6.8

				Es Salam	123	7.1	2.5	18.3	1.0
				Guli	177	7.6	1.2	44.8	3.1
				Kosti	147	12.9	1.5	85.4	0.6
				Kosti (Town)		10.1	0.7	40.4	31.9
				Rabak	162	8.5	0.0	0.0	0.0
				Rabak (Town)		10.0	0.5	51.7	29.6
				Tendalti	305	9.2	2.7	34.2	1.6
				Um Rimta	91	10.2	0.9	53.8	3.1
				All state except capital		8.6	1.5	31.8	3.3
Kordofan	North Kordofan	57.9	14.8	Bara	324	9.7	1.5	56.7	0.0
				El Rahad	55	2.5	5.7	76.0	3.1
				Gebrat El Sheikh	167	13.9	0.7	0.6	0.0
				Gharb Bara	51	10.2	2.7	4.7	0.0
				Sheikan	280	12.1	1.0	65.0	8.6
				Soudari	101	16.3	1.6	11.4	1.4
				Um Dam Haj Ahmed	39	22.5	0.0	10.3	0.0
				Um Rawaba	653	9.9	1.7	47.4	2.1
				El Obied Town*	-	8.1	1.5	44.1	41.8
	All state except capital		12.1	1.5	35.8	2.0			
	South Kordofan	60.0	16.3	Abassiya	158	17.2	3.1	72.9	47.9
				Abu Jubaiha	334	8.8	2.6	23.4	0.9
				Abu Karshola	60	-	-	-	-
				Delami	44	-	-	-	-
				Dilling	102	7.6	1.9	100.0	0.0
				El Buram	138	-	-	-	-
				El Leri	100	7.8	2.6	65.1	0.0
				El Quoz	240	2.5	2.0	98.5	13.3
				El Rashad	82	5.8	0.0	79.5	0.0
				El Tadamon	312	15.3	3.6	60.5	1.1
				Ghadeer	174	4.7	4.7	64.9	0.0
				Habila	66	-	-	-	-
				Heiban	180	11.9	1.0	55.2	0.0
				Kadugli	230	7.7	3.6	61.0	26.8
				Reif Shargi	70	11.2	2.4	100.0	0.0
				Talodi	114	8.5	1.7	95.9	6.9
	Um Durein	224	-	-	-	-			
	All state except capital		9.5	2.7	61.4	4.1			
	West Kordofan	-	18.7	Abu Zabad	137	18.1	1.2	41.4	5.7
				Abyei	69	10.1	1.1	0.3	1.6
Babanusa				90	6.0	0.0	3.8	0.0	

				El Dibab	76	13.0	1.0	0.0	0.0
				El Idia	88	11.6	2.6	82.9	0.0
				El Meriam	68	13.6	0.0	0.9	0.0
				El Nuhud	480	13.8	2.0	67.4	31.4
				El Khiwal	54	11.2	1.6	53.1	44.4
				Elsunut	433	11.3	0.2	0.0	0.0
				Es Salam	229	7.9	1.9	5.4	4.6
				Ghubaish	110	13.2	1.0	35.1	2.5
				Kellik	64	7.1	1.2	1.5	0.4
				Lagawa	103	9.0	1.2	39.5	0.2
				Wad Benda	160	19.8	3.2	22.0	1.3
				Fula Town*	-	8.1	1.1	4.7	26.3
				All state except capital		12.7	1.8	28.6	8.7
Northern	Northern	36.2	11.4	Delgo	89	12.6	0.0	92.3	37.2
				Dongola	46	11.8	0.3	99.0	50.0
				Dongola (Town)		7.8	0.6	98.8	75.9
				El Burgaig	31	0.0	0.0	100.0	50.0
				El Daba	38	3.9	0.9	91.9	50.6
				El Golid	26	19.0	0.9	78.2	71.4
				Halfa	55	3.0	0.0	94.0	53.4
				Merwoe	112	8.7	3.2	76.0	51.0
				All state except capital		7.3	0.7	90.7	52.4
	Red Sea	57.7	14.0	Agig	39	22.7	16.4	75.3	7.3
				Dordieb	17	13.6	1.9	17.5	0.5
				El Ganab Elawlait	88	20.6	3.5	3.4	5.8
				Gabaot Elma'adin	8	10.2	0.0	4.2	0.0
				Haleeb	75	28.6	3.4	1.6	3.9
				Haya	94	24.5	7.1	3.8	1.7
				Port Sudan	152	13.8	3.1	25.5	73.9
				Sinkat	74	28.7	10.0	0.5	0.0
				Swakin	36	34.4	15.1	9.8	2.1
				Tokar	56	36.4	21.0	7.2	49.5
	All state		20.2	8.5	27.9	44.1			
	River Nile	32.2	20.1	Abu Hamad	234	11.9	1.6	79.0	46.0
				Atbara	26	21.4	0.0	58.2	31.0
				Atbara (Town)		10.2	0.0	92.5	66.8
				Barbar	107	9.3	2.8	83.9	50.8
				El Buhaira	157	26.1	1.5	3.7	11.8
				El Damar	333	15.1	2.7	73.3	35.1
	El Damar (Town)	10.5	0.0	90.7		68.3			

				El Matama	158	13.9	2.3	87.6	63.6
				Shendi	222	21.0	0.5	40.2	14.1
				All state except capital		15.2	2.0	68.8	39.9

Annex 3: Terms of reference

Post title: Senior M&E expert

Name of project: Sustainable Natural Resources and Livelihoods Programme

Duration: 3 year renewable

Duty Station: (leave this blank)

1. Background

In November 2017, the IFAD Result Based Country Strategic Programme (RB-COSOP 2013-2020) was reviewed. On that occasion, special attention was directed to the identification of pipeline projects for the remaining three years of the COSOP. In this context value chain development was considered as a less pressing matter as compared to natural resources management and the building of resilience to climate change. The latter were identified as top priorities, well reflecting the analysis of main drivers for poverty and food insecurity among rural population in Sudan.

In this framework, the Sustainable Natural Resources and Livelihoods Programme (SNRLP) was approved. SNRLP's aim is to increase the adoption of natural resources management practices, technologies and business models by enhancing NR sustainable use and by securing access for vulnerable resources users.

In this context the Monitoring and Evaluation (M&E) Officer will be responsible for the planning, coordination and implementation of all programme monitoring and evaluation activities; and for ensuring the quality and adequacy of the project monitoring for achieving the SNRLP's Development Objectives.

The M&E Officer will be the main coordinator and the ultimate responsible of all the M&E activities carried out on the ground.

Job description: (please text)

- Leading the planning and coordination of the regular and systematic monitoring of the overall implementation progress especially as for the achievement of the outcomes and outputs established in the main log frame;
- Ensuring the regular reporting against the leading indicators established in the log frame;
- Ensuring the compliance of the M&E system with the requirements of the IFAD Operational Results Management System (ORMS);
- Regularly update the online log frame in the ORMS ensuring the reliability and accuracy of the data reported;
- Regularly liaising with the Country Director and the Near East, North Africa, Europe and Central Asia (NEN) Regional Portfolio Adviser on any M&E issues arising during the implementation;
- Collecting, systematizing and consolidating all the data transmitted from States Programme Coordination Units (SPCUs);
- Organizing monthly meetings with the SPCUs M&E and KM officers to promptly identify main implementation issues ongoing on the ground and work forwards corrective solutions;

- Consolidation of State Action Plans- provided by the SPCUs M&E and KM officers -into one single Programme Action Plan
- Undertaking regular visits to the field to support implementation of M&E system and to identify where adaptations might be needed;
- Preparing regular project monitoring reports as required by IFAD, in collaboration with other Central Programme Coordination Unit (CPCU) staff, identifying potential implementation risks in achieving the programme development objectives and proactively proposing potential solutions;
- Supporting the Project Coordinator in planning the programme supervision, the mid-term review and project completion processes;
- Preparing detailed M&E budget and calendar of M&E activities.

2. Qualifications and experience (insert text)

Education:

- Advanced degree in environment, natural resource management or development or economics or statistics related fields
- Sound and proven knowledge of the main M&E methods and approaches and data/ information analysis

Working Experience

- At least five years of proven experience with the logical framework approach and other strategic planning approaches as well as with the planning, design and implementation of M&E systems;
- Excellent technical report writing skill and a high-level of computer literacy, in particular excellent command of Excel
- Fluency in written and spoken English and Arabic is required for the post
- Good personal organization, interpersonal and communication skills
- Working at national and sub-national level in national development issues is an asset
- Previous working experience with IFAD and other donors and development projects is an asset

Post title: Senior KM and Communications expert

Name of project: Sustainable Natural Resources and Livelihoods Programme

Duration: 3 year renewable

Duty Station: (leave this blank)

3. Background

In November 2017, the IFAD Result Based Country Strategic Programme (RB-COSOP 2013-2020) was reviewed. On that occasion, special attention was directed to the identification of pipeline projects for the remaining three years of the COSOP. In this context value chain development was considered as a less pressing matter as compared to natural resources management and the building of resilience to climate change. The latter were identified as top priorities, well reflecting the analysis of main drivers for poverty and food insecurity among rural population in Sudan.

In this framework, the Sustainable Natural Resources and Livelihoods Programme (SNRLP) was approved. SNRLP's aim is to increase the adoption of natural resources management practices, technologies and business models by enhancing NR sustainable use and by securing access for vulnerable resources users.

In this context, KM and communication will play a crucial role: the project will promote activities aimed to upscale community based natural resources management practices, technologies and businesses among targeted communities as well as to improve the institutional framework enabling these improvements. In this regard, communication and KM will be instrumental to cross-fertilize knowledge inputs emerging from the field and which show an untapped potential for replication in other areas of the country now covered by IFAD funded operations.

4. Job description: (please text)

- Work proactively with State Programme Coordination Units (SPCUs) M&E and KM officers to identify key lessons emerging from the field and decide through which type of KM product the latter should be disseminate to a wider public
- Facilitate the sharing of experiences and knowledge as well as learning through the establishment of Discussion Groups, Fora, Communities of Practice, thematic networks and learning activities using also the IFAD Central Programme Coordination Unit (CPCU) KM website, which already exists and which should be enhanced during the implementation of the SRNLP.
- Systematically document new information and knowledge on community natural resources management practices, technologies and business models in Sudan and in Africa at a large and regularly share this with SPCU M&E and KM officers so as to identify those inputs relevant to SRNLP activities;
- Help to disseminate information and share knowledge widely among SRNLP stakeholders as through publications, knowledge fairs and exhibitions.
- Work closely with the NEN KM focal point and the IFAD Communication Division to maintain and improve the CPCU website and other portals.
- Regularly monitor and evaluate knowledge sharing within SRLNP.
- Support SPCU M&E and KM officers in advancing knowledge management practices in general

- Consolidate a culture of lessons learning involving all project staff and allocate specific responsibilities.
- Ensure that TOR for consultants recruited by the project also incorporate mechanisms to capture and share lessons learned through their inputs to the project, and to ensure that the results are reflected in the reporting system.
- Facilitate exchange of experiences by supporting and coordinating participation in any existing network of IFAD sharing common characteristics .
- Identify and participate in additional networks, for example scientific or policy-based networks that may also yield lessons that can benefit project implementation.
- Developing knowledge products to serve diverse needs, including: to feed issues, lessons, evidence into policy discussions; to share lessons and good practice across the portfolio, with partners, local organizations and project participants; to give broader visibility to lessons and successes emerging from the country programme
- Organizing on a regular basis programme learning days, promoted by the SCPCUs in collaboration with implementing partners, including local institutions and stakeholders. The purpose would be to highlight and discuss issues, challenges and solutions, as well as to give visibility to successes.

5. Qualifications and experience (insert text)

Education:

- Post-graduate degree in Knowledge Management, the Environmental Sciences, Social Sciences, Development Studies or related field
- Familiarity with issues in the fields of climate change adaptation and natural resources management
- Familiarity with knowledge management tools and concepts

Working Experience

- At least three years of experience on issues of knowledge management in relation to sustainable natural resources management with progressively increasing responsibilities in a developmental organization, including familiarity with IFAD's programmes in this area.
- Strong written and verbal communication skills; organized and able to present ideas in a concise and logical manner, including excellent skills in summarizing lengthy and complex information into short and simple language.
- Familiarity with IFAD policies and experience with IFAD administrative procedures
- Fluency in Arabic and English
- Demonstrated ability to work in a multicultural environment and establish harmonious and effective working relationships both within and outside the organization.

Post title: Senior Gender and Community Development Expert at the Central Project Coordination Unit

Name of project: SNLRP

Duration:

Duty Station: (leave this blank)

6. Background (Project to insert at the time of recruitment)

7. Job description:

- Ensure gender mainstreaming across all components of the project and oversee community mobilization activities
- Develop a gender action plan in consultation with project staff that identifies opportunities and entry points for mainstreaming gender into the project in keeping with the gender strategy specified in the PDR
- Develop a monitoring tool for gender mainstreaming in all the project activities, including indicators for assessing progress with gender mainstreaming, adapted to the project outcome, outputs and activities.
- Familiarize staff with the gender action plan and build staff capacity to implement the plan
- Mentor, guide, train and monitor the Community Development and Gender Officers in the State Project Coordination Units to support the development of inclusive Village Development Committees and Cluster Development /Network Executive Committees

8. Qualifications and experience (insert text)

- Masters Degree in Social Sciences
- More than 7 years of professional work experience, as expert in gender equality in development programmes and projects.
- Experience and knowledge of planning, design, monitoring and evaluation of gender equality project and programmes, as well as integrating governance and environmental considerations into programming;
- Excellent communication and reporting skills;
- Ability to coordinate and lead;

Post title: Community Development and Gender Officers in the State Project Coordination Units

Name of project: SNLRP

Duration:

Duty Station: (leave this blank)

9. Background (Project to insert at the time of recruitment)

10. Job description:

- Ensure gender mainstreaming across all activities in the State Units
- Collaborate in the development and implementation of the gender action plan at State level
- Familiarize staff with the gender action plan and build staff capacity to implement the plan
- Mobilize communities to develop inclusive Village Development Committees and Cluster Development /Network Executive Committees
- Support the development of i) Village Savings and Credit Groups (VSCGs); ii) NR Livelihood groups (NRLGs); and iii) Vulnerable Women's Groups (VWGs).
- Identify and address barriers to gender mainstreaming on an on-going basis

11. Qualifications and experience (insert text)

- Masters Degree in Social Sciences
- More than 4 years of professional work experience in in development programmes and projects.
- Experience and knowledge of community mobilization;
- Experience in implementing gender equality initiatives
- Good communication and reporting skills;

Post title: (Sector/ Regional NRM Policy Coordination Centers (SPCC)/ Sector/ regional Policy Specialist)

Name of project: (SNRLP)

Duration: (1 year renewable)

Duty Station: (leave this blank)

12. Background (Project to insert at the time of recruitment)

13. Job description:

The overall goal of **Regional Policy Coordination Centre (RPCC)** is to ensure effective coordination, harmonisation, therefore, coherence of inter-state NR policies, laws, regulations and governance frameworks, targeting all stakeholders using same land and natural resources, namely public and private institutions, agro-pastoralists, pastoralists, traditional and modern farmers, gold mining, among many others. In view of this, a **Sector (Regional) Policy Specialist (S/RPS)** will perform the following:

- **Head** Sector/ Regional Policy Coordination Centre, with support of a team of State Policy Officers (SPOs), one from each State in the sector, and under overall guidance and supervision from NR Senior NRM Expert (SNRE) at CPCU;
- **Anchor and lead** the planning for the NR policy, governance and regulations at the sector at large to ensure coherence and integration during implementation by each cluster and each state;
- **Ensure adoption** of (i) *Ecosystem Approach (EA)* (ii) *Cluster-Based Approach (CBA)*, (iii) *Institutional Framework*, and (iv) *NRGF* in the establishment of clusters, networks, NR forums, Livestock Route Co-management across sector/ region, at the beginning of project planning and implementation;
- **Coordinate** with Senior NRM Expert (SNRE) at the CPCU and SPOs in order to develop co-management arrangements for "open access" common areas, including part of livestock corridors, rangeland and forest areas outside traditional village managed land (*Hema*) throughout the entire sector/ region space as continuum ecosystem;
- **Ensure** that 'open access' land resources such as open rangelands, livestock roads, and water sources in the entire sector or region are part and parcel of AWPB and NRM within the sector and beyond
- **take lead** in providing technical guidelines for identification and implementation of all activities related to NRs in the sector specially natural resources forums (NRFs), in close coordination with State Technical Support Team (STST), and under direct guidance and supervision of Senior NRM Expert (SNRE) at the CPCU;
- **Integrate**, in close collaboration and coordination with NR Senior NRM Expert (SNRE) at CPCU, all activities related to NR policy, laws, governance and regulations in the project annual work plan and budget;
- **Initiate and promote** vertical and horizontal coordination and dialogues on issues related to NR policy, laws, governance and regulations in the sector;
- **Coordinate** with states technical teams in planning, implementation of natural resource forums (NRFs) at community, locality, state and inter-state levels and lead the process of following up and implementation of policy recommendations;

- **Take lead** to ensure implementation, consolidation or scaling up of NRGF or land use map when appropriate;
- **Promote** inter-communal, community-locality, and inter-state dialogues, and institutional coordination for effective use and management of NRs;
- **Promote** linkages, networks, learning routes and exchange visits between communities as well as within a cluster, sector/ region and even beyond;
- **Design** and **conduct** unified training sessions and capacity building workshops on policies and regulations related to sustainable NR management and governance, at sector/ regional level, for all SPOs and state technical support team, in collaboration with SPCUs, on one hand, and Senior NRM Expert (SNRE) at the CPCU, on the other;
- **Provide**, in close collaboration with NR Senior NRM Expert (SNRE) at CPCU, general guidelines to technically support SPCUs and, consequently, the CDC/NECs in conducting a participatory community and inter community planning process leading to the formulation and ownership of a NRLMP which provides a framework for the communities to address NR governance issues, invest in their NR and derived livelihoods, and enhance their resilience; and
- **Lead** and **support** institutional capacity strengthening and policy engagement from local to State and Federal levels in order to *institutionalise* and scale up proven community and inter-community land and NR governance and management models; and
- **Facilitate** the establishment of Interstate platforms with ability to effectively engage with federal levels, through interstate task force, on NR issues of common concern and interests in order to influence institutional legal and policy frameworks at federal levels.

3. Qualifications and Experience

- Strong background and advanced training in natural resources' management, policies, institutions, governance and regulations;
- At least M.Sc., or M.A, preferably in NRM, Geography, Environmental Science, and Agricultural Sciences;
- Minimum of 10 years working experience in similar projects with focus on natural resource management and governance, including institutional, policy and legal frameworks;
- Fluent in Arabic and English languages;
- Competency in computer skills;
- Management, planning, budgeting and report writing skills;
- Ability to work always in team work and collaborative tasks;
- Ability to work in harsh human and physical environments, including extensive and intensive field works in remote rural areas.

Post Title: (State Policy Officer)

Name of Project: (SNRLP)

Duration: (1 year renewable)

Duty Station: (leave this blank)

14. Background (Project to insert at the time of recruitment)

15. Job Description:

A State Policy Office (SPO) will

- **Lead** and **Coordinate** the implementation activities related to NR policy, governance and regulations in the state, in close collaboration with other state technical officers, and under overall guidance and supervision of Regional Policy Specialist at Regional Policy Coordination Centre;
- **Ensure**, at the beginning of project planning and implementation, the **adoption** of (i) *Ecosystem Approach (EA)* (ii) *Cluster-Based Approach (CBA)*, (iii) *Institutional Framework*, and (iv) *NRGF* in the establishment of clusters, networks, NR forums, Livestock Route Co-management across the state;
- **Ensure** coherence and integration of all NR related activities during implementation processes within each cluster, between clusters and, consequently, across the entire state as a continuum ecosystem;
- **Coordinate** with Regional Policy Specialist at Regional Coordination Centre, other SPOs at SPCU, and Cluster Development Officer in order to implement co-management arrangements for "open access" or common areas, including part of livestock corridors, open rangeland and forest areas outside traditional village managed land (*Hema*) throughout the entire project's area in state as continuum ecosystem;
- **Ensure** that 'open access' resources such as open rangelands, livestock routes, and open water sources in the project area in the state are part of NRM, and consequently integrated in AWPB of the project;
- **Take lead** in identification and implementation of all activities related to NRM in the state in close collaboration with State Technical Support Team (STST), Cluster Development Officers, and VDCs under direct guidance and supervision of Regional Policy Specialist at Regional Coordination Centre;
- **Initiate and promote** vertical and horizontal coordination and dialogues on issues related to NR policy, management, laws, governance and regulations at state level and its relevant institutions and stakeholders;
- **Coordinate** with states technical teams in planning and conducting of natural resource forums (NRFs) at community, locality, and state levels, and lead the process of following up and implementation of policy recommendations;
- **Take lead** to ensure implementation, consolidation or scaling up of NRGF or land use map when appropriate in project areas throughout the state;
- **Promote** linkages, networks, learning routes and exchange visits between communities as well as within a cluster, and between different clusters in state;
- **Conduct** unified training sessions and capacity building workshops on policies and regulations related to sustainable NR management and governance, at state level, for young professionals, State Technical Support Team, and Cluster Development Officers, members of Networks, VDCs, NECs and CDCs in collaboration with Regional Policy Specialist, at Regional Coordination Centre;

- **Provide**, in close collaboration with Regional Policy Specialist, at Regional Coordination Centre general guidelines to technically support the Clusters, CDCs/ NECs in conducting a participatory community and inter-community planning process leading to the formulation and ownership of a NRLMP which provides a framework for the communities to address NR governance issues, invest in their NR and derived livelihoods, and enhance their resilience; and
- **Lead** and **support** institutional capacity strengthening and policy engagement from local to State levels in order to *institutionalise* and scale up proven community and inter-community land and NR governance and management models.
- **Support** communities in the creation of a strengthened village, inter-village cluster frameworks for land-use planning, negotiation of resources governance arrangements and joint resources management, land registration, mitigation and resolution of conflict over access to and use of NR;
- **Facilitate** the processes of establishment of different interest groups, in collaboration with other STST, and support them in formulating and implementing livelihood investment plans (LIPs) to increase their resilience and benefit streams derived from NRs, production systems and related small businesses;
- **Support** the VDCs and CDCs/ NECs to organize and register as voluntary functioning organizations while training them on the principles of land-use planning, NR governance and integrated NRM practices, transparency, accountability and organisational management, resource mobilisation and reporting, and investment in cluster/network and community development activities;
- **Facilitate** the establishment of a State Cluster Stakeholder Platform (SCSP) with representation from all concerned: CACCs and CDC/ NECs; mobile pastoralists communities; Localities; NR related technical departments of ministries at the State level; NGOs supporting NR issues in the state; parliamentarians; private sector; and experts from research institutions and other development partners.
- **Support** the established SCSPs to serve as consultation fora with ability to engage and follow-up with the State Government on NR policy, governance and management issues;
- **Production** and **dissemination** of relevant information at higher levels and in other States and nationally through policy briefs, information notes, workshops and other relevant media in order to influence public policies related to NR management, institutional and governance frameworks.

16. Qualifications and Experience

- Strong background and advanced training in natural resources' management, policies, institutions, governance and regulations;
- Bachelor Degree in NRM, Geography, Environmental Science, and Agricultural Sciences. M.Sc., or M.A, is an advantage;
- Minimum of 7 years working experience in similar projects, with focus on natural resource management and governance, including institutional, policy and legal frameworks;
- Fluency in Arabic and English languages;
- Competency in computer skills;
- Management, planning, budgeting and report writing skills;
- Ability to work always in team work and collaborative tasks;
- Ability to work in harsh human and physical environments, including extensive and intensive stay or long field works in remote rural areas.

Post title: SPCU M&E and KM hexpert

Name of project: Sustainable Natural Resources and Livelihoods Programme

Duration: 3 year renewable

Duty Station: (leave this blank)

17. Background

In November 2017, the IFAD Result Based Country Strategic Programme (RB-COSOP 2013-2020) was reviewed. On that occasion, special attention was directed to the identification of pipeline projects for the remaining three years of the COSOP. In this context value chain development was considered a less pressing matter as compared to natural resources management and the building of resilience to climate change. The latter were identified as top priorities, well reflecting the analysis of main drivers for poverty and food insecurity among rural population in Sudan.

In this framework, the Sustainable Natural Resources and Livelihoods Programme (SNRLP) was approved. SNRLP's aim is to increase the adoption of natural resources management practices, technologies and business models by enhancing NR sustainable use and by securing access for vulnerable resources users.

Drawing on the lessons learned from other IFAD funded development initiatives aimed to strengthen of communities' empowerment, the planning architecture of this initiative will be highly decentralized. In line with the overall project approach aiming to strengthen communities empowerment, the M&E system will be also participatory. Such an arrangement will allow the target communities to further be active participants in the tracking of results and in the eventual adoption of corrective measures to implementation gaps. This participatory M&E system is supposed to contribute to the learning of all the stakeholders involved in it, thus feeding also the KM system.

In this context the Monitoring and Evaluation (M&E) and Knowledge Management (KM) Officer will be responsible for the planning, coordination and implementation of all programme monitoring and evaluation activities and for ensuring the quality and adequacy of the project monitoring for achieving the SNRLP's Development Objectives. On the other hand, KM and communication will play a crucial role: the project will promote activities aimed to upscale community based natural resources management practices, technologies and businesses among targeted communities as well as to improve the institutional framework enabling these improvements. In this regard, KM at the SPCU Level will be crucial to identify best practices, which can be both up scaled and transferred to other areas of the country.

Job description: (please text)

- By closely liaising with CPCU M&E expert, the Community Management (CM) teams and the Village Development Clusters (VDC)/ network of village cluster, setting up of a Participatory Monitoring and Evaluation (PM&E) system which must well reflect the logic applied in the main log frame of the programme;
- Undertaking regular visits to the field to support the establishment and implementation of M&E system,
- Yearly update of the M&E system on the basis of the activities established in the an annual work plan prepared by CM teams, communities groups and Village Development Committees (VDC) clusters,

- Assisting the SPCU staff, the CM teams, communities groups and Village Development Committees (VDC) clusters in developing the annual work plan by providing feedbacks and inputs based on the monitoring of the results achieved during the previous year;
- Leading the planning and coordination of the regular and systematic monitoring of the overall implementation progress (including data collection and analysis), especially as for the achievement of the outcomes and outputs by ensuring consistency with the ones established in the main log frame of the programme;
- Once analysed, transmitting the consolidated data reports to the CPCU M&E expert for the final consolidation process to be done at the programme level;
- Holding a monthly meeting with Community Management (CM) teams and Village Development Clusters (VDC)/ network of village clusters to pin point the main issues and corrective actions to be performed in order to timely achieve the programme objectives;
- Attending monthly meetings with other SPCUs M&E and KM officers and the CPCU M&E expert to promptly identify main implementation issues ongoing on the ground and work forwards corrective solutions;
- Working proactively with SPCU KM expert to identify key lessons emerging from the field;
- Facilitating the sharing of experiences and knowledge as well as learning through the establishment of discussion and focus groups among beneficiaries;
- Regular production of documented lessons and best practice in different forms such as the narratives from stories from the field and videos.

18. Qualifications and experience (insert text)

Education:

- Advanced degree in environment, natural resource management or development or economics or statistics related fields
- Sound and proven knowledge of the main M&E methods and approaches and data/ information analysis
- Familiarity with issues in the fields of climate change adaptation and natural resources management
- Familiarity with knowledge management tools and concepts

Working Experience

- At least five years of proven experience with the logical framework approach and other strategic planning approaches as well as with the planning, design and implementation of M&E systems;
- Excellent technical report writing skill and a high-level of computer literacy, in particular excellent command of Excel
- Fluency in written and spoken Arabic is required for the post
- Good personal organization, interpersonal and communication skills
- Working at national and sub-national level in national development issues is an asset
- Previous working experience with IFAD and other donors and development projects is an asset

Sustainable Natural Resources and Livelihoods Programme

Financial Management section of PIM

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Glossary of terms

Term	Description
CCU	Central Coordination Unit of IFAD Programmes
CAA	Central Administrative Accountant
Community Group	Groups receiving investment via LIPs. Includes CDCs, VDSs, NRLGs, VSCGs, VWGs, CIFs
CDC	Community Development Cluster
CIF	Community Investment Fund
CSPA	Central Senior Programme Accountant
CPA	Central Programme Accountant
DSA	Daily Subsistence Allowance
FM	Financial Management
GEF	Global environmental Facility
GoS	Government of Sudan
ICP	IFAD Client Portal
IFAD	International Fund for Agricultural Development
IPSAS Cash	International Public Sector Accounting Standards - Financial Reporting Under the Cash Basis of Accounting
LDCF	Least Developed Communities Fund
LIP	Livelihood Investment Plan
MoA	Federal Ministry of Agriculture and Forestry
MoFeP	Ministry of Finance and Economic Planning
MFI	Micro Finance Institution
NAC	National Auditor Chamber of Sudan
NRM	National Resources Management
NRLG	Natural Resources Livelihood Group
PIM	Programme Implementation Manual
PFI	Partnering Financial Institution
RPA	Regional Programme Accountant
SAAA	State Administrative and Accounts Assistant
SAO	State Accounts Officer
SC	State Coordinator
SNRLP	Sustainable Natural Resources and Livelihoods Programme
SOE	Statement of Expenditure

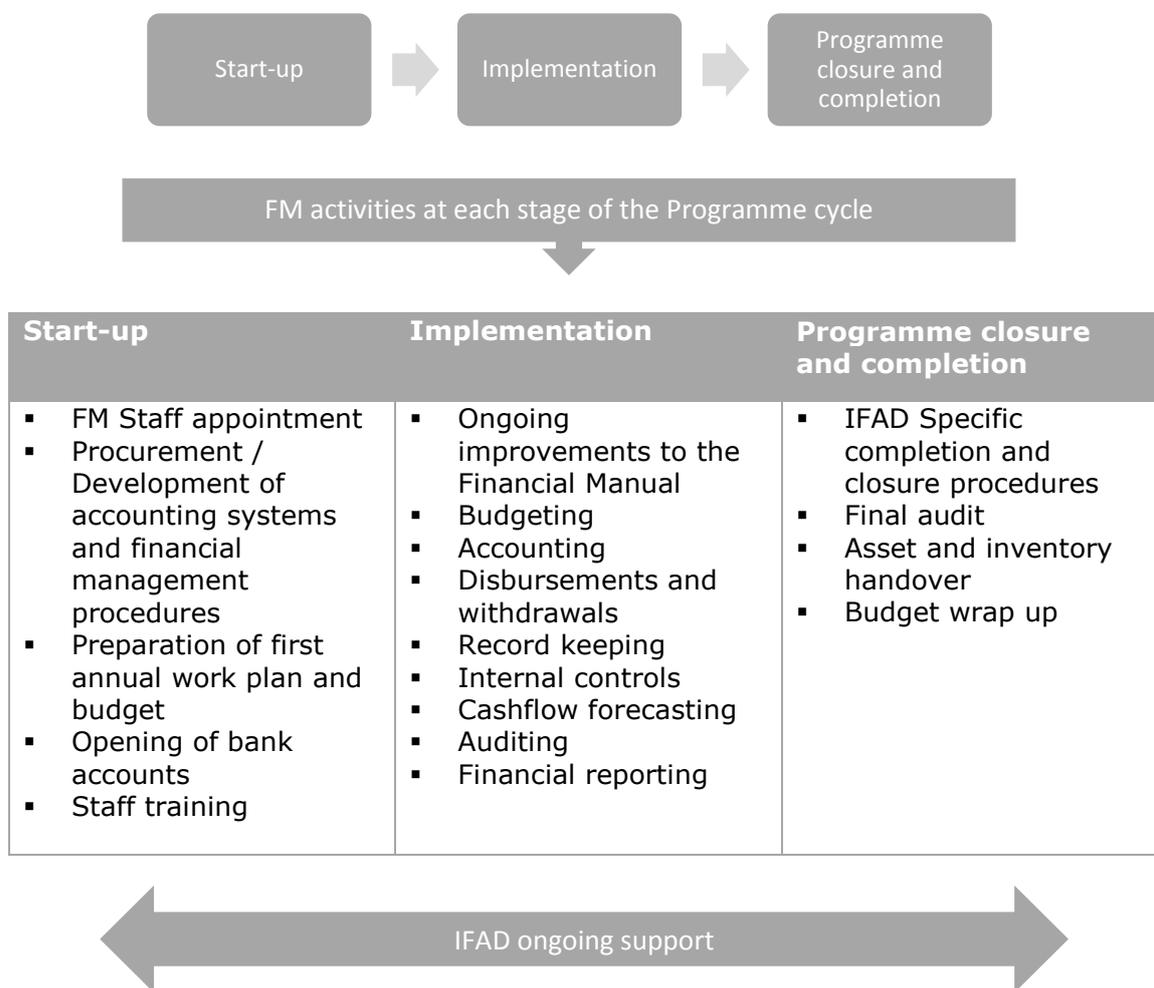
SPA	Senior Programme Accountant
VDC	Village Development Cluster
VSCG	Village Savings and Credit Group
VWG	Vulnerable Women's Group
WA	Withdrawal Application

1. Updates and changes to financial management arrangements

SNRLP is an IFAD-funded Programme, therefore, in line with IFAD's efforts to capacitate and support Programmes, this section was developed during the Programme design process. It is envisaged that ongoing improvements and updates to financial management arrangements be updated in this section of the PIM under supervision of the Financial Manager and subject to IFAD no objection.

1. Programme cycle and financial management activities

The Financial Manager of SNRLP will have final responsibility for the execution of the financial management activities at each stage of the Programme cycle as outlined below:



2. Pre-implementation activities

During the start-up of the Programme it is recommended that Programme staff undertake the following activities. These activities are recommended to ensure that Programme staff are well informed and knowledgeable with regards to the financial management aspects of the Programme once implementation commences:

Activity	Overview
<i>Financial management staff appointment</i>	<ul style="list-style-type: none"> • Government will facilitate the appointment of seconded staff. • The Financial Manager recruitment process will be managed by the CCU to ensure appointment once financial agreements enter into force.
<i>Accounting software procurement and updates to the Financial Manual</i>	<ul style="list-style-type: none"> ▪ The CCU will commence with the procurement of accounting software once the financial agreements enter into force, funded from start-up funds allocated by Government. ▪ The Financial Manager will play a key role in the development process to ensure that the software meets the Programme’s needs.

	<ul style="list-style-type: none"> ▪ The Financial Manager will be responsible for the review and improvement of the financial management arrangements in the PIM (subject to IFAD no objection).
<i>Open bank accounts</i>	<ul style="list-style-type: none"> • The Financial Manager, with the assistance from the CCU, will be responsible for the opening of the bank accounts at both CPCU and State level. Refer 8.1 for overview of required bank accounts.
<i>Preparation of first annual work plan and budget</i>	<ul style="list-style-type: none"> • The Programme Director will oversee the preparation of the first Annual Workplan and Budget, subject to IFAD no-objection.
<i>Staff training and capacity building</i>	<ul style="list-style-type: none"> ▪ Newly appointed Financial Management staff will be required to complete the IFAD FM e-learning (available in Arabic) and submit completion certificates to IFAD within 1 month of date of appointment. Refer 20. for link to training. ▪ Newly appointed staff will be required to review and study Programme related documents with a focus on FM related issues. (IFAD grant/loan agreement, GEF/LCDF Grant agreement, Letter to the Recipient, Programme Design Document (prepared by IFAD), PIM). ▪ Under the supervision of the Financial Manager, it is recommended that new Programme financial management staff be seconded to existing IFAD Programmes for a period (to be agreed) with the aim of training on financial management processes in the context of IFAD requirements.

3. IFAD Anticorruption policy

The management of Programme funds shall be sufficiently rigorous to safeguard against Fraud and Corruption. Fraud and corruption include, but are not limited to (as defined in the IFAD anticorruption policy):

- Corrupt practice - offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party.
- Fraudulent practice - any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.
- Collusive practice - an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party.
- Coercive practice - impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.

IFAD applies a zero-tolerance policy towards fraudulent, corrupt, collusive or coercive actions in Programmes financed through its loans and grants. 'Zero tolerance' means that IFAD will pursue all allegations falling under the scope of this policy and that appropriate sanctions will be applied to parties or entities involved where the allegations are substantiated. IFAD takes all possible actions to protect individuals who submit allegations of fraudulent or corrupt practices in its activities from reprisal. The primary responsibility for enforcing the Anticorruption Policy lies with the SNRLP, and the first defence for controls shall be exercised by Programme staff and counterparts Pursuant to this, the SNRLP shall have the responsibility to incorporate pertinent provisions of the Anticorruption Policy in its contracts with Programme staff, cooperating/implementing partners, and suppliers/consultants.

It is the Programme Director and the Programme Financial Manager’s responsibility to make sure that all Programme staff are aware of IFAD's and the National’s anticorruption policies and whistle blowing procedures.

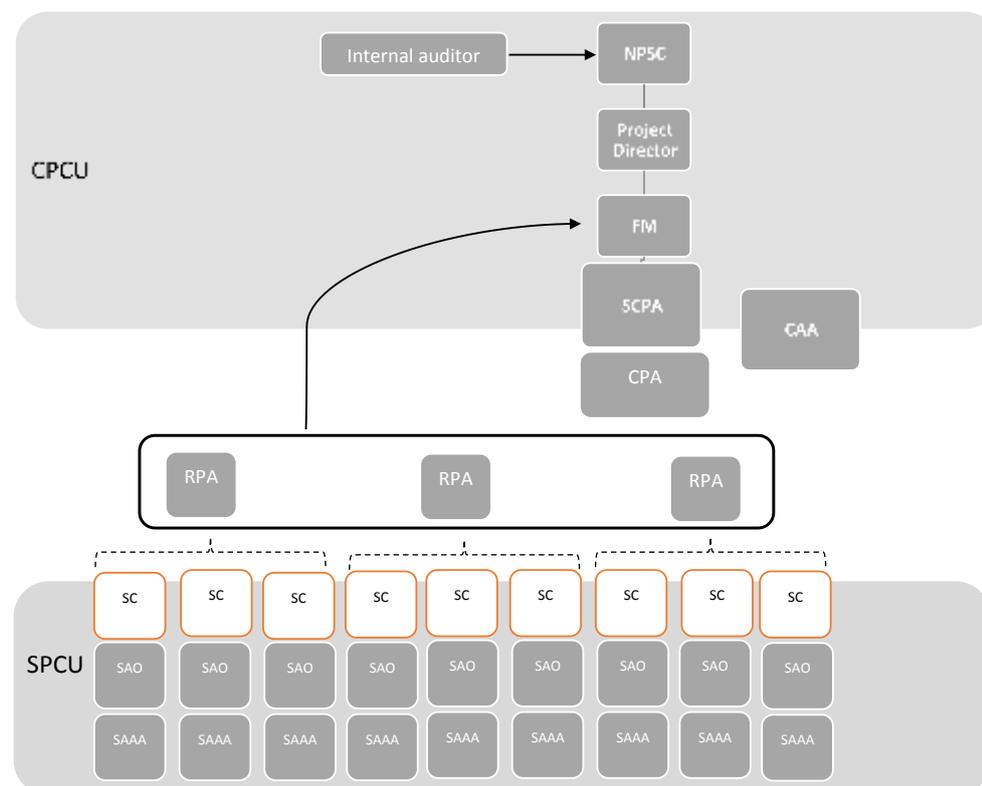
Refer to [annexure 20](#) for useful links.

4. FM organisational structure, roles and responsibilities

5.1 Overview of FM organisational structure

The FM organisational structure has been developed based on the needs of the Programme and its various locations.

The reporting lines are outlined below:



- NSPC – National Prog Steering Com
- FM – Financial Manager
- SCPA – Senior Central Programme Accountant
- CAA – Central Administrative Assistant
- CPA – Central Programme Accountant
- RPA – Regional Programme Accountant
- SC – State Coordinator (non FM staff)**
- SAO – State Accounts Officer
- SAAA – State Administrative and accounts assistant

The Programme Accountants at SPCU level will report directly to the respective state coordinators and via matrix management to regional accountants. Each regional position will be responsible for 3 SPCUs and will be based in one of these SPCUs. The allocation of

SPCUs to regional staff and the SPCU where they will be based will be finalised by the Financial Manager during programme start-up.

5.2 FM staff - key roles and responsibilities

Detailed job descriptions for the Financial Manager, Senior Central Programme Accountant, Regional Programme Accountants and Senior Accounts Officers are outlined in [21.3](#), [21.4](#), [21.5](#) and [21.6](#).

5.3 Leveraging experience of existing Programmes

It is recommended that the Programme leverage the existing financial management experience of IFAD Programmes in Sudan. In most cases, existing IFAD Programmes will have SPCUs or the CPCU in proximity to SNRLP's offices and the opportunity exists to engage with the financial management staff of these Programmes.

6. Planning and budgeting

Programme financing has been approved in line with the following expenditure components and categories which will be an important reference for preparation and monitoring of the AWPB and progress in line with the approved financing agreements:

Components	Expenditure categories
<p><u>Component 1</u></p> <p>Upscaling community based natural resources management and businesses</p>	<ul style="list-style-type: none"> ✓ Civil works ✓ Goods and Services ✓ Consultancies ✓ Training and Workshops ✓ Equipment and materials ✓ Grants Credit, Guarantee Funds ✓ Salaries and Allowances ✓ Operations and maintenance
<p><u>Component 2</u></p> <p>Improving the Institutional framework for upscaling community based NRM</p>	<ul style="list-style-type: none"> ✓ Goods and Services ✓ Consultancies ✓ Training and Workshops ✓ Equipment and materials
<p>Project Management and coordinating unit</p>	<ul style="list-style-type: none"> ✓ Goods and Services ✓ Consultancies ✓ Training and Workshops ✓ Equipment and materials ✓ Grants Credit, Guarantee Funds ✓ Salaries and Allowances ✓ Operations and maintenance

The AWPB is developed and modified using excel. The AWPB is prepared using a bottom up approach, starting the lowest levels. The Financial Manager is responsible for

consolidation of the AWPB and CPCU level for submission to IFAD for its no objection. The Financial Manager should ensure that the AWPB is prepared in the recommended format and using the checklist as outlined in [21.1](#)

However, once the AWPB has been developed and approved, it must be inserted in the budget module of the accounting system for the purposes of monitoring actual implementation in line with the budget. The Financial Manager needs to ensure that expenditure per category is in line with the approved totals in the Financing Agreement. If the budgeting process indicates and expected over-expenditure on one or more of the cost categories, the Programme will have to obtain a no objection from IFAD, allowing a reallocation amongst categories.

For information on how to prepare the AWPB (including the roles and responsibilities of various stakeholders and approval processes) refer to the PIM.

7. Internal controls

7.1 Overview of internal controls

Internal control is a dynamic and integral process that is affected by an entity's management and personnel at all levels. The process consists of important checks instituted by management to have reasonable assurance that:

- Operations are carried out in an efficient & effective manner
- Transactions are recorded accurately & completely
- Assets are properly recorded & safeguarded
- Laws & regulations are complied with
- Reliable reports are generated.

Designing, Installing, and maintaining a system of internal financial control is an integral part of the Financial management function and is the responsibility of management.

Component	Description
<i>Control activities</i>	The design of the internal controls starts with the identification of the underlying risks. Based on the identified risks, Programme management must put in place a set of controls to mitigate these risks.
<i>Authorisation</i>	Authorisation controls require certification that a transaction or event is acceptable for further processing. The delegated authority of staff should ensure efficient implementation while mitigating related risks. Authorisation levels of Programme staff should be in line with their underlying roles. For example, only the programme director may be authorised to approve payments.
<i>Reconciliations and checks</i>	Reconciliations between independent, corresponding sources of data are a key control for identifying errors and discrepancies in balances. The reconciliations should be done on a monthly basis. Any reconciling or balancing amounts should be promptly cleared. Unusually long outstanding reconciling items should be investigated. Physical checks should also be performed on assets and petty cash.
<i>Segregation of duties</i>	An important element in any control system is the separation of those duties which would, if combined, enable one individual to record and process a complete transaction. For example, an Accountant might prepare a document, but it would then be reviewed and cleared by the Financial Manager, and then approved by the Programme Director. It is the Financial Manager's responsibility to ensure that certain duties are segregated, including preparation, authorisation,

Component	Description
	execution, custody, recording and the operation of systems.
<i>Restricted access</i>	All data, records and assets should be kept in a physically secure environment. Petty cash, and cheques, should be kept secure. Financial data and other records should also be protected by back up procedures and copy records should be stored securely off site.
<i>Monitoring and review</i>	Periodic financial reports must be prepared and submitted to IFAD during the Programme implementation period as outlined. For the purposes of internal control, monthly management accounts should be prepared and monitored by the Programme management. Where necessary, corrective action should be taken where the authorised budget and procurement plan are exceeded.

The PIM incorporates practical guidance on internal controls in the sections that follow.

7.2 Reconciliations and checks

Reconciliations between independent, corresponding sources of data are a key control for identifying errors and discrepancies in balances. The following reconciliations and checks should be prepared on a monthly basis:

Type	Description	Preparer	Reviewer
<i>Designated account bank reconciliation</i>	Reconciliation of the bank balance of the designated account to the cash book balance. (IFAD format outlined in Appendix 21.9)	State Accounts Officer	Regional Programme Accountant
<i>CPCU bank account reconciliation</i>	Reconciliation of the bank balance of the CPCU pool account to the cash book balance.	State Accounts Officer	Regional Programme Accountant
<i>State bank account reconciliations</i>	Reconciliation of the bank balance of the individual SPCU bank accounts to the relevant cash book balances.	State Administrative and Accounts Assistant	State Accounts Officer
<i>Petty cash reconciliation</i>	Reconciliation of petty cash to relevant cash book. Refer 21.11 for reconciliation form.	CPCU or SPCU admin assistant	CPCU or SPCU Programme Accountant
<i>Advance account justification</i>	Clear all outstanding advances within 2 days of each quarter (received and record approved expenditure)	CPCU or SPCU admin assistant	CPCU or SPCU Programme Accountant
<i>Pre-financing review</i>	Compare sources and uses of funds (cumulatively) for both IFAD and Government with the intention of identifying pre-financing for correction.	CPCU or SPCU admin assistant	CPCU or SPCU Programme Accountant

It is recommended that the Financial Manager (State Accounts Officer at SPCU level) undertake random spot checks of the petty cash.

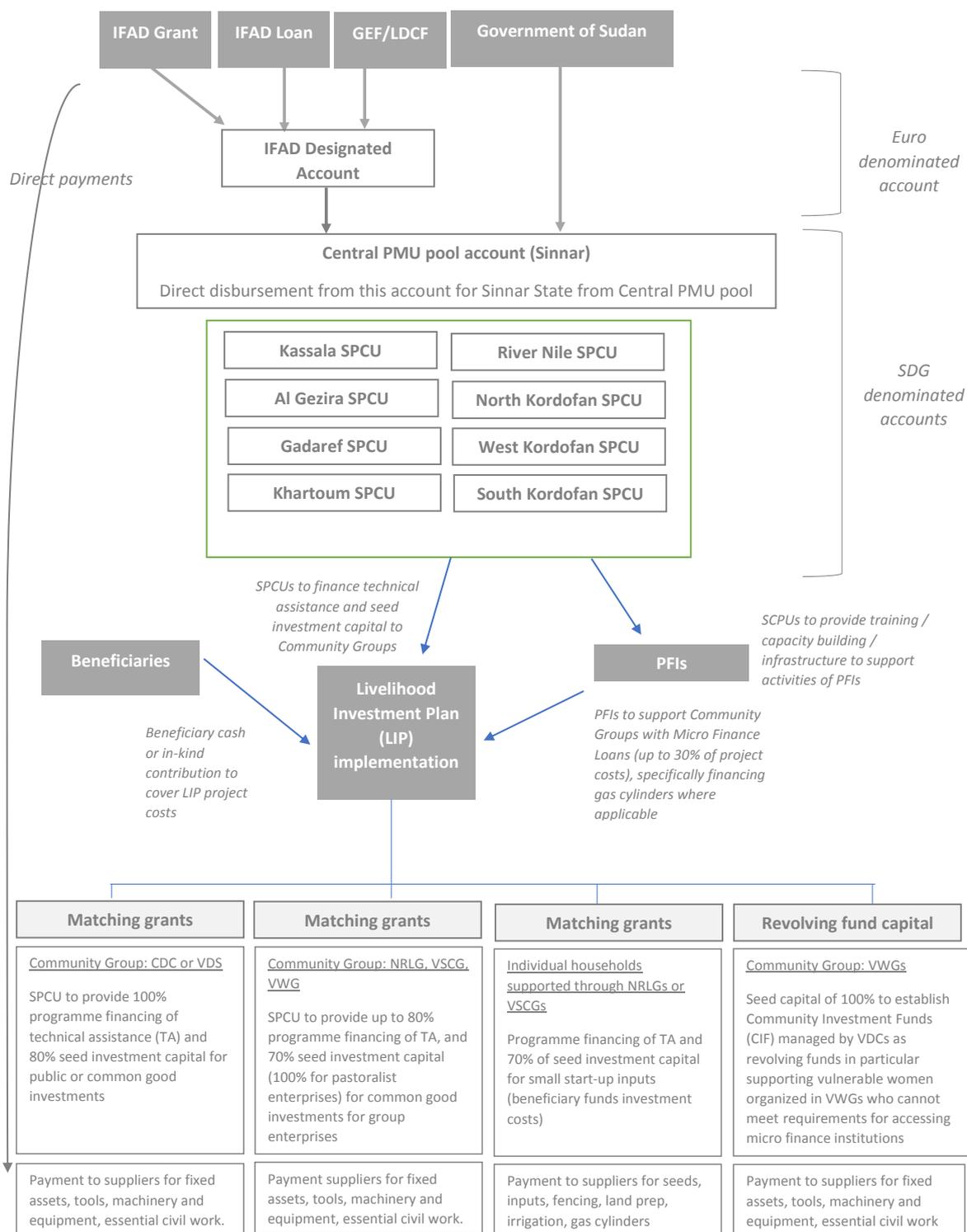
8. Flow of funds

8.1 Flow of funds from IFAD, Government and Beneficiaries

The Programme will manage the flow of funds by using the following bank accounts:

- A designated account, maintained with the Central Bank of Sudan, for the purposes of receiving disbursements of the IFAD grant/loan and GEF/LCDF Grant (euro denominated)
- A Central CPCU pool account (SDG), maintained with the Central Bank of Sudan for the purposes of receiving funds from the IFAD Designated Account and Government's contribution.
- Various state Programme accounts, with the purposes of receiving funds from the Central CPCU account. Beneficiary cash contributions are also received into the state Programme accounts.

The flow of funds for SNRLP is depicted below:



The following Programme state bank accounts will be opened:

- Kassala
- Al Gezira
- Gadaref
- Khartoum
- River Nile
- North Kordofan
- West Kordofan

- South Kordofan
- Programme activities for the Sennar State is paid directly from the Central CPCU pool account (no separate state level account, managed as separate state account in general ledger only).

Direct payments

- IFAD may make direct payments to suppliers.

All banks will be reconciled on a month basis.

8.2 Petty cash account

In addition to the bank accounts as per above, the CPCU will operate a petty cash account in Sudanese Pounds. The purpose of the petty cash is to allow the CPCU to make payments for low value items in a quick and efficient manner. Payments through petty cash will only be allowed for amounts up to 500 SDG.

8.3 Advance payments

Payments will be paid via cheque if possible. Alternatively, advance payments will be provided for payments due in cash. Only once advance may be given per Programme employee at a time. The advance should be cleared before another advance is provided.

8.4 Authorised bank signatories

All bank accounts will have 3 authorised signatories. All cheques will be required to be signed by 2 authorised signatories.

9. Accounting

9.1 Accounting system

Most of the Programme activities result in the receipt, commitment or expenditure of funds. The accounting system records, processes and organizes this data in order to produce useful financial information in the form of AWPB, Financial Reports, Withdrawal Applications, Financial Statements etc. needed by the Programme Financiers (IFAD, GEF/LDCF, Government, Beneficiaries) as well as the CPCU management. The accounting system should reflect the Programme's needs and be designed to provide the financial information required by all interested parties. It should also fulfil all the legal and regulatory requirements of SNRLP. In addition, the accounting system should incorporate the reporting requirement of the chosen accounting standard for SNRLP which is IPSAS, Financial Reporting under the Cash Basis of Accounting.

9.2 Centralised accounting at the CPCU

The accounting function will be centralised at the CPCU and maintained under the supervision of the Financial Manager. The CPCU will consolidate the accounting transactions from the various state units on a monthly basis by receiving each State's cash book in an off-line format which can be uploaded to the accounting module maintained at the CPCU.

9.3 Accounting software and accounting manual

The CPCU will implement an accounting software which has been designed based on the needs of the Programme. As soon as the Financial Manager is appointed, he will be required to oversee this process. The following proposed steps serve as a guideline:

Steps

Step 1: Identify the various reports the system is expected to generate, based on the different stakeholders' requirements. What information (and in what format) needs to be produced by the CPCU. As a minimum requirement, the Accounting system must be able to produce the following reports:

- Statement of cash receipts and payments (by category and by financier),
- Statement of cash receipts and payments (by component),

Steps

- Comparison of budget to actual expenditure,
- Sources and uses of funds statement (by category/financier)
- Sources and uses of funds statement (by component/financier)
- Statement of Special Account movements,
- Statement of Special Account Reconciliations,
- SOE-Withdrawal Application Statement.
- Fixed asset register summary

Step 2: List the transactions and activities, which the system must account for. As a minimum requirement the accounting system must include:

- Purchase orders, receipts, check books and other similar documents evidencing receipt, commitment or expenditure of funds.
- A journal for primary entry of all transactions, including adjustments, destined to be posted to the ledger.
- A petty cash book (PCB) for small cash expenditures below a certain low threshold. The credit side of the PCB should be analyzed into columns, one for each Programme component. The totals are to be posted to ledger accounts monthly.
- A bank cash book (one for each source of financing). The credit side should also be analyzed into columns, one for each Programme component. Total of these columns should be posted to their respective ledger accounts monthly.
- A ledger containing separate ledger accounts for each Programme component. The debit side of each ledger account should be analyzed into the expenditure categories defined in the IFAD Financing Agreement. The ledger accounts should be closed and trial balance prepared at the end of each month.
- Fixed asset register to record location, price and date of acquisition, responsible person and remark on the condition of the asset.

Step 3: Designed the specific accounting books, including a chart of accounts and records to be maintained, the transactions to be recorded therein and the precise accounting entries on the occasion of each transaction.

Step 4: Incorporated the systemic accounting issues including the used accounting standards and valuation criteria. In accordance with the PDR, all Programme accounts will be kept on a double entry system and the used accounting standards will be IPSAS Cash.

Step 5: Determined a tentative list of users and user rights for each staff member in line with their terms of reference in order to maintain a proper level of security. Define this for both CPCU and SPCU staff.

The above should be summarised in a term of reference, to be used in the procurement process. A proposed term of reference for the accounting software is included in 10.4.

The accounting software service provider is required to develop and provide an accounting manual which serves as a guide to FM staff. The Financial Manager is responsible to ensure that the accounting manual is updated when required.

9.4 Chart of accounts

The accounting software should include the appropriate Chart of Accounts. The Chart of Accounts should be developed to cater for:

- All components and sub-components are incorporated in the AWPB (outlined in the financing in agreement)
- All categories as outlined in the financing agreements

- Sources of finance (Government, IFAD, Beneficiaries)
- Sub categorisation to cater for activities at the various states

The Chart of Accounts should mirror the cost tables (as presented in the Programme design report and section 1 of this manual) to enable comparison of actual Programme costs during implementation with those estimated during the Programme preparation.

9.5 Recording and processing of transactions

Whenever a transaction takes place under the Programme, it should be recorded and processed using the accounting software. Transactions are recorded on the cash basis of accounting which requires the recognition of cash flows when they occur (inflows and outflows).

Each transaction should be recorded in the accounting software based on the following:

- Use double entry accounting (debit and credit, with cash always being one of the entries)
- Capture the transaction using the correct account code (as determined by the chart of accounts)
- Capture transactions which has the required supporting documentation
- Capture information accurately and completely.

For detailed instructions on how to record the expenditures in the accounting software, please refer to the accounting user manual.

9.6 Recording of transaction at state level

Cash flows from the Central CPCU pool account to the various state Programme accounts will be recorded as an advance until justified. At state level, the Programme accountant will record transactions in the cash book using the correct account codes (which consider the appropriate category and component). The accountant at state level is not required to record transaction with consideration of the source of finance. Programme expenditure is recorded in terms of sources of financing at the CPCU level only.

On a monthly basis, within 2 days of month end, the state Programme accountant will submit to the CPCU:

- State cash book which include all transaction for the month under review
- Reconciliation of the state bank account
- Reconciliation of petty cash

9.7 Accounting for in-kind contributions

In terms of the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Programmes, SNRLP is required to account for and disclose in-kind contributions. In order to meet this requirement, the Programme is required to measure contributions as outlined below and record in the accounting system.

It is expected that the following in-kind contributions will be received by SNRLP as outlined in section 104 of the PIM:

From beneficiaries, related to the financing of LIP implementation:

(Beneficiaries may include Community Groups as defined, Government)

- Construction materials (e.g. fencing, water supply systems)
- Labour related to operational activities
- Maintenance costs
- Assignment of Land

From Government:

- Tax exemptions from Government
- Salary payments to Programme staff

- Equipment and materials from Government
- Assignment of Land

The following process is followed to account for in-kind contributions received :

Measure	Value of contributions are measured by on a monthly basis as outlined in the table below.
Review	The administrative assistant reviews the calculations and supporting documentations.
Approve	The State Coordinator approves the calculations and supporting documentation before recording the information in the accounting software.
Record	Once approved, the Programme accountant captures the contributions in the accounting software. The information is captured in line with the relevant expense category (source of funds: beneficiaries) on a monthly basis. NB: Sources = expenses

Type	Measurement calculation	Supporting documentation to be retained
<i>Labour hours</i>	Value = total hours worked X applicable wage rate (in most cases the applicable minimum wage rate for uneducated labour in the country)	Time sheet by the Community Group outlining the persons, and the hours they contributed during a specified time period. The time sheet should be duly signed by the Community Group representative and Programme technical/M&E staff
<i>Maintenance costs</i>	Value = actual cost of materials purchased	Copies of invoices.
<i>Assignment of Land</i>	Value = NPV of reasonable lease fees for land, discounted over the remaining life of the SNRLP project	Confirmation that land is not subject to conflict, copy of land use map indicating land assigned, NPV calculation with indication of how reasonable lease fees were determined.
<i>Construction material – gravel</i>	Value = cubic meters of gravel	Bill of lading prepared by the consulting engineer which indicated the estimation of gravel volume. The sheet should be duly signed by the community representative and Programme technical/M&E staff
<i>Construction material – other</i>	Value = actual cost of materials purchased	Copies of invoices.
<i>Government salary contribution</i>	Value = government monthly salary X % of time worked for the Programme. Value= monthly salary x the %	Summary of staff names and top up salary contribution calculation per individual

Type	Measurement calculation	Supporting documentation to be retained
	covered by the government	
<i>Government utility contribution</i>	Value= monthly/annual value of utilities X the % covered by the government	Summary of utility expense

The calculation of tax and duties exemptions should be done using the prevailing tax or duties rates as outlined in the table below. The tax/duties exemptions should be supported by adequate documentation.

Category	Tax/duties rate	Example (SDG 1000 cost item)
<i>Goods</i>	Value added Tax rate YY%, Import duties XX%	$0.17 \times 1000 = 170$
<i>Works</i>	Value Added Tax rate YY%, Import duties XX%	$0.15 \times 1000 = 150$
<i>Services</i>	Value Added Tax rate YY%, Import duties XX%	$0.03 \times 1000 = 30$

The tax-exemptions should be duly recorded in the accounting software if possible. If the accounting software is not able to accommodate this, then separate excel spreadsheets should be maintained in such a format that they can be easily harmonized with the other financial reports as necessary.

When recording the in-kind contributions, it is important that the in-kind contributions are classified according to the same principles as regular Programme expenditures; that is, every contribution must be by linked to an activity/component, by category and by financing source (government and/or beneficiaries) to ensure that consolidated financial reports can be produced without any extra effort.

In-kind contributions should be disclosed separately in the financial statements. The notes of the financial statements should also briefly explain the methodology of how it was calculated. On the other hand, when in-kind contributions cannot be reliably measured, for example the use of office space, then these should also be discussed in the notes to the Programme financial statements.

9.9 Accounting for exchange rate matters

When claiming expenditures in local currency in Withdrawal Applications (forms 101, 102 and 104) or preparing a financial report, it is important to use the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account (denominated in Euro) to the local currency account. Subsequent expenditures should be recorded in line with FIFO methodology. This type of conversion is also called the First in First out (FIFO) basis.

For example:

Conversion of local currency expenditures funded from the designated account.

- IFAD transfers funds to the Designated Account (usually in USD) as per the approved WA

- A portion of the funds in the Designated Account (usually the estimated local currency expenditures of the Programme for the next 3 months) is transferred to the Operating Account in the local currency and is topped up as the need arises
- Local currency expenditures are then funded from the Operating Account.
- When justifying the local currency expenditures to IFAD, these expenditures are converted into the denomination of the designated account, using the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account to the Programme Operating Account. This is also known as First In, First Out (FIFO) accounting method.

Also see example outlined in 12.9.

9.10 Accounting for advances

The Programme may make advances (either from petty cash for amounts less than 500 SDG or by issuing checks). Advances are allowed for:

- DSA for training or other travel;
- Fuel expenses for trips of more than 400km;
- Programme implementation activities in the field which is required to be paid in cash before an invoice is obtained.

In terms of accounting for advances:

- Advances are recorded in the accounting system at the date that the advance is made, subject to the required approval process.
- The transaction is not recorded as an expenditure (in terms of categories, components) on this date.
- All advances should be cleared in a timely manner by the submission of original invoices.
- All outstanding advances should be cleared by no later than 10 days after the end of the fiscal year-end.
- In terms of the cash basis of accounting advances at the end of the period should be expensed and disclosed in the financial report.

10. Cash flow forecasting

The Financial Manager is responsible for monitoring cash flows and should prepare cashflow forecasts on a quarterly basis. The cash flow forecasting is required at two levels:

Level 1 – CPCU	<p>Cash flow forecasting at CPCU level should be conducted to determine the cash flow needs of the Programme which includes all state levels. The cash flow forecast should be finalised 15 days before commencement of the relevant quarter. The forecast is prepared by the Financial Manager and approved by the Programme director.</p> <p>The outcome of the cash flow forecast process is to determine the amount of cash which should be transferred from the IFAD designated account into the CPCU pool account, which, together with Government and beneficiary contributions, is sufficient to fund Programme activities.</p> <p>The Financial Manager is required to prepare a cash flow forecast per source of finance to avoid the risk of pre-financing amongst financier. On a per financier basis, the following cash flow forecast can be prepared:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: #cccccc;">IFAD</td> </tr> <tr> <td>Forecast expenses for the quarter per the AWPB</td> </tr> </table>	IFAD	Forecast expenses for the quarter per the AWPB
IFAD			
Forecast expenses for the quarter per the AWPB			

<u>Plus</u> contingency/buffer
= Cash required for the forecast quarter
<u>Less</u> opening IFAD cash balance per the ledger
= Additional transfer from IFAD designated account

Once the cash need is identified per financier, the Programme should proceed to access the sources of funds as follows:

- IFAD funds can be transferred from the designated account
- Government funds is generally transferred to the Programme on a monthly basis, based on Government’s annual budget approval. The Programme may not have much control over how much funds is transferred to the Programme. Should the expected transfer from Government not be sufficient to meet the forecast expenditure on Government activities, it is required that the Programme submit a formal request to Government, indicating the expected shortfall. This request should be shared with the IFAD Finance Officer.

[FINANCIAL MANAGER to develop Excel based template for cash flow forecasting at CPCU level (to be developed by the FM)]

**Level
2 -
State**

The accounts officer for each state is required to submit a replenishment request to the CPCU, based on a cash flow forecast which is prepared quarterly. The state coordinator is responsible for the review and approval of the replenishment request.

State
Forecast state expenses for the quarter per the AWPB
<u>Plus</u> contingency/buffer
= Cash required for the forecast quarter
<u>Less</u> opening cash balance per the ledger
= Advance required from CPCU pool account

The state accounts officer is required to submit the approved replenishment request within 15 days before commencement of the relevant quarter to ensure timely transfers from the CPCU pool account.

The Financial Manager at the CPCU will receive and review all replenishment requests with supporting cash flow forecasts and transfer funds to the various state bank accounts by no later than the 5th day of the relevant quarter.

NB: the State level cash flow forecast is not prepared by financier

The designated account is maintained in Euro while most of the Programme expenditures are incurred in local currency. This flow of funds arrangement makes it important for the Programme to have proper controls and procedures in place to be able to:

- Properly account for the exchange rate and its fluctuations
- Mitigate any risks rising from potential exchange rate fluctuations or shock such as high rate of inflation or devaluations of the local currency.

As soon as funds are transferred from the designated account denominated in Euro to the Programme account in local currency account, the converted funds may lose part of their value with respect to the designated account denomination currency resulting in an exchange rate loss. Particularly in the case of high domestic inflation or currency devaluation, the Programme may incur a substantive exchange rate loss and as a result the Programme must have proper procedures in place to mitigate the potential financial impact. The risk of incurring an exchange rate loss can be mitigated by keeping the balance of the local currency account(s) as low as possible while keeping the funds in the designated account until these are really needed, keeping in mind the needs as identified during the cashflow forecast process.

11. Disbursements

11.1 Eligibility of expenditures

In accordance with the IFAD disbursement procedures, between the date of entry into force of the Financing Agreement and the Financing Closing Date, SNRLP may request withdrawals from the IFAD grant/loan for eligible expenditures.

Eligible expenditures are defined in the IFAD General Conditions Section 4.08 as follows:

The Financing shall be used exclusively to finance expenditures meeting each of the following eligibility requirements:

- *The expenditure shall meet the reasonable cost of goods, works and services required for the Programme and covered by the relevant AWPB and procured in conformity with the Fund's Procurement Guidelines.*
- *The expenditure shall be incurred during the Programme Implementation Period, except that expenditures to meet the costs of winding up the Programme may be incurred after the Programme Completion Date and before the Financing Closing Date.*
- *The expenditure shall be incurred by a Programme Party.*
- *If the Agreement allocates the amount of the Financing to categories of Eligible Expenditures and specifies the percentages of such Eligible Expenditures to be financed by the Financing, the expenditure must relate to a category whose allocation has not been depleted and shall be eligible only up to the percentage applicable to such category.*
- *The expenditure shall be otherwise eligible in accordance with the terms of the Financing Agreement.*
- *The Fund may from time to time exclude certain types of expenditure from eligibility.*
- *Any payment prohibited by a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, shall not be eligible for financing by the Financing.*
- *Any payments to a person or an entity, or for any goods, works or services, if making or receiving such payment constitutes a coercive, collusive, corrupt or fraudulent practice by any representative of the Borrower/Recipient or any Programme Party, shall not be eligible for financing by the Financing.*
- *All expenditures must be supported by sufficient supporting documentation as stated in the LTB and the IFAD disbursement handbook (please see section below on supporting documentation).*

- *The proceeds of the financing shall not be used to pay taxes. However, taxes paid by the ultimate recipient of an expenditure (e.g. withholding tax, income taxes paid by a Programme employee or taxes on the profits of a contractor) are not considered to be taxes paid by the Programme.*

The IFAD disbursement procedures as outlined below are governed by the Letter to the Recipient (LTR) and the IFAD Loan Disbursement Handbook. The handbook is also available on the IFAD website and SNRLP should ensure that they refer to the most recent version as published at <http://www.ifad.org/pub/basic/index.htm>.

11.2 Disbursement procedures

The following disbursement procedures may be used for withdrawal from the IFAD grant/loan:

Type	Description
<i>Advance withdrawal</i>	<p>The advance withdrawal modality for SNRLP is imprest. For specific limitation (imprest account):</p> <ul style="list-style-type: none"> ▪ The ceiling amount is usually sufficient to cover average Programme eligible expenditures for a period of approximately 6 months. ▪ It may be disbursed in one or several applications, depending on the type of financing and level of expenditures to be incurred. ▪ Replenishment application should be requested when the amount withdrawn from the designated account is equal to about 20-30% of the advance.
<i>Direct payment</i>	<p>The direct payment modality is used for eligible Programme expenditures to be paid directly by IFAD. This payment method is used when IFAD has been requested to pay the Supplier directly and is suitable in the following situations:</p> <ul style="list-style-type: none"> ▪ Payment of large civil works ▪ Retention payments ▪ Consultancy fees ▪ Importing goods (when a letter of credit is not practical) ▪ When exchange control regulations are present in the country. <p><i><u>The Withdrawal Application MUST indicate the date on which payment becomes due to the supplier.</u></i></p>
<i>Reimbursement</i>	<p>Reimbursement is applicable when eligible Programme expenditures are pre-financed by the Recipient before access to IFAD grant/loan finance is possible. Such reimbursements are expected to be claimed no later than 90 calendar days from the date of payment by the Recipient.</p>

Note: There is a fourth disbursement method that is theoretically available, titled Special Commitment Letters, however due to their complexity this disbursement method is discouraged.

Request for disbursement from Government should be submitted on a quarterly basis, in the format required by Government.

11.3 Evidence of Authority to sign Withdrawal Applications

IFAD requires SNRLP's representative, as designated in the financing agreement, to furnish satisfactory evidence of the authority and authenticated specimen signatures of the individuals who will sign WAs on behalf of SNRLP. This evidence must reach IFAD before the first WA is presented by SNRLP and should be the original (photocopies, facsimiles or other means of transmission are not acceptable). A sample template is provided in annex 1 of the IFAD Loan disbursement handbook. Each WA should be signed by such duly authorized individuals, and the Fund must be notified of any change in the signatories authorized to withdraw funds from the loan/grant account.

IFAD must also be notified of the designated signatories for operating any designated and/or programme or other accounts, including changes thereto, whether or not these authorized signatories are included in the financing agreement. Such changes, as effected during the life of the Programme, must be communicated promptly to the IFAD. SNRLP, guided by the sample in annex 1 of the IFAD Loan Disbursement Handbook, should provide the names and specimen signatures of the newly appointed signatories and include the date when such change is to take effect. The original of such changed documentary evidence is to be provided to IFAD.

11.4 The Designated Account

The flow of funds for SNRLP starts with the opening of the Programme Designated Account (DA) in Sudan, in accordance with IFAD's requirements identified in the Financing Agreement and the Letter to the Recipient (Euro denominated). The Financial Manager is responsible for opening and managing the Designated Account including preparing a monthly reconciliation and statement in line with the IFAD templates as outlined in 22.9. Disbursements from the DA should be recorded in the PIU account records as of the date they are made, that is when the checks are issued.

11.5 Withdrawal of Financing Proceeds using withdrawal applications

The financial manager is required to ensure that WAs are prepared and submitted to IFAD with consideration of the following requirements:

Requirement	Guidance
<i>Timeliness</i>	Withdrawal applications should be prepared when the expenditure equals 30% of the advance in the designated account or quarterly (whichever occurs first)
<i>Completeness and accuracy of supporting documentation</i>	Prepare and submit the required forms and supporting documentary evidence of expenditure as outlined in the IFAD Loan Disbursement Handbook. (refer to IFAD Loan Disbursement Handbook for detailed guidance). Ensure that information is complete and accurate.
<i>Account reconciliation</i>	SNRLP should submit the designated account reconciliation and statement, prepared the same reporting period in which the eligible expenditures are being claimed. This form needs to be accompanied by bank statements of the designated account and that of any other operating Programme accounts ensuring that the closing bank balances for all these accounts correspond to the balances at the end of the same reporting period as indicated in the WA period.
<i>Duly authorised</i>	Ensure that WAs are duly authorised in terms of SNRLP's authorisation procedures and signed by the duly authorised representatives.

Requirement	Guidance
<i>Document retention</i>	Submit copies of supporting documentation with the WA. Retain original documentation at the CPCU for inspection by IFAD upon request.
<i>Minimize transaction costs</i>	In order to minimize transaction costs, the financial manager must make sure that withdrawals from the grant account shall be made in amounts of no less than Euro 50 000 its equivalent, or such other amount as IFAD may designate in an advice to the Recipient from time to time.

11.6 Initial advance

Ensure the disbursement conditions as per the financing agreement and the Letter to the Borrower (LTB) have been met which includes provision of the following:

- Evidence that a designated account has been opened and the names/titles of the persons authorised to operate this account.
- A letter from the SNRLP, designating the name(s) of official(s) authorised to sign withdrawal applications including their specimen signature(s).

Complete and submit to IFAD:

FORM 100 A - Application to Initiate Withdrawal from the Designated Account must be signed by authorised individuals.

11.7 Replenishing the advance

These are the forms you'll need when using a WA to replenish the designated account.

Form 100

Application for Withdrawal signed by authorised individuals. This form is always required.

Form 101

This is the Application Summary Sheet for expenditures above the SOE threshold and is used for advance withdrawal. Click here to see the supporting documents you must include.

Form 102 A

Use this form for expenditures below the SOE threshold. (It is required for each category of expenditure, with subcategory indication where necessary).

Form 104 A and 104 B

These Designated Account Reconciliation Statements must be accompanied by:

- Bank statement(s) of designated account(s) and
- Statement(s) of other operating/district/Programme accounts.

11.8 Withdrawals using Statements of Expenditures (SOE) and the SOE Thresholds

The statement of expenditure (SOE) procedure is normally used for those expenditure types where it is impracticable or unduly burdensome to require submission of full documentation as outlined in 10.4. However, the supporting documentations for the Statements of Expenditures must be maintained by SNRLP and made available for review by IFAD supervision missions upon request and to external auditors during their annual review of Programme accounts to enable issuing of an independent audit opinion.

Details regarding the use of the Statement of Expenditure (SOE) are provided in section 4 of the IFAD Loan disbursement handbook.

In accordance with the Letter to the Recipient, the SOE procedure may be used for all Programme expenditures up to Euro 50 000 (to be updated in line with LTB)

11.9 Foreign exchange conversion in preparing withdrawal applications

When claiming expenditures in local currency in Withdrawal Applications (forms 101, 102 and 104) or preparing a financial report, it is important to use the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account (denominated in EUR) to the local currency account. This type of conversion is also called the First in First out (FIFO) basis.

The historical exchange rate/FIFO basis of converting is to be used in the following two cases in particular:

- When preparing a designated account reconciliation as part of a WA or a financial report, the closing balance of the local currency account(s), and any expenditures already incurred in local currency but not yet claimed must be converted to the denomination currency of the designated account using the historical exchange rate/FIFO basis of converting.
- When preparing withdrawal applications (form 101 and 102) the expenditures incurred in local currency (or any other currency than the denomination currency of the designated account) and claimed in the WA, must be converted to the denomination currency of the designated account using the historical exchange rate/FIFO basis of converting.

Example:

The Programme has a Designated Account denominated in Euro and an Operating Account denominated in Sudanese Pounds:

- Euro 100 000 is transferred to the Programme Operating Account in SDG on 1 Oct 2018 at a prevailing rate of 50 SDG to 1 Euro (equalling 5 000 000 SDG).
- During the reporting period of 1 Oct to 31 Dec 2018 the Programme incurs expenditures in local currency up to 4000 000 SDG.
- Replenishment request for total expenditures incurred during the reporting period is submitted to IFAD in Jan 2019, but the exchange rate is now 55 SDG to 1 Euro.
- The withdrawal application should be prepared using the historical rate of 50 SDG (therefore claim $4000\ 000 / 50 = 80\ 000$ euro)

11.10 Suspension and the designated account

During a full suspension, IFAD will not replenish the designated account. However, Recipients may continue, except as otherwise indicated, to use any balance in the designated account to meet eligible expenditures and applications documenting these expenditures should continue to be regularly submitted.

11.11 ICP



The IFAD client portal (ICP) enables SNRLP to:

- access real-time financing information on country portfolios as well as operational and financial information related to Programmes
- submit Withdrawal Applications directly and obtain electronic approvals required both from concerned ministries and IFAD
- manage banking instructions electronically
- create and download relevant reports

The Programme may submit electronic copies of its withdrawal applications and maintain hardcopies for audit purposes.

11.12 Refund of withdrawals

If the IFAD determines that any amount withdrawn from the Loan and/or Grant Accounts was not used for the purposes indicated or will not be needed thereafter to finance Eligible Expenditures, the Borrower/Recipient shall promptly refund such amount to the IFAD upon instruction by the Fund.

12. Processing of payments

IFAD funds may not be used for payment of taxes, customs or duties.

12.1 Supporting documentation

The processing of all payments are subject to SNRLP retaining the following original supporting documentation after processing:

Expenditure type	Supporting documentation
All	<ul style="list-style-type: none"> ▪ Signed contract or confirmed purchase order – showing the specified amount that is due to be paid; ▪ The bank guarantee for: <ul style="list-style-type: none"> ○ advance payment, as specified in the contract documents; ○ performance, as specified in the contract documents; ▪ Copies of communications sent by the IFAD country programme manager to the SNRLP providing the 'no objection' to the contract award; and ▪ Evidence of payment made by SNRLP.
Goods	<ul style="list-style-type: none"> ▪ Items listed above under "all" ▪ Supplier's invoice, duly certified for payment by the Programme Director– specifying the goods, their quantities, and prices;

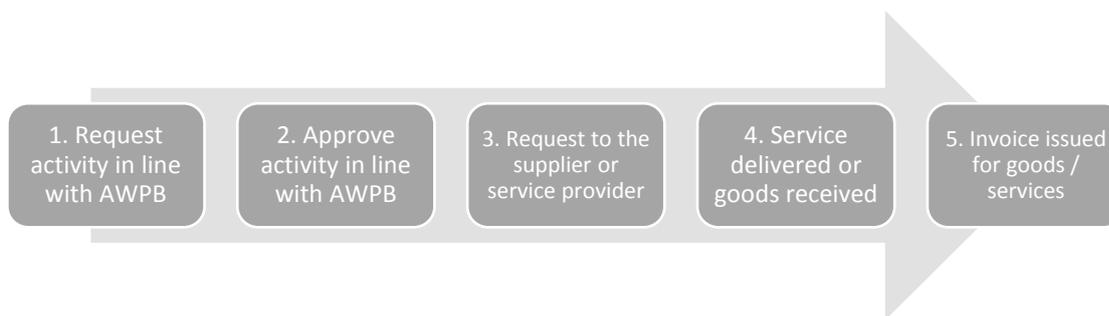
Expenditure type	Supporting documentation
	<ul style="list-style-type: none"> ▪ Bills of lading or similar documents; and ▪ As appropriate, the certificate of delivery (to include condition of goods on delivery).
<i>Civils works</i>	<ul style="list-style-type: none"> ▪ Items listed above under "all" ▪ The claim of the contractor, including a financial progress report, stating the work performed and the amount due; ▪ A certificate – signed by the Programme consultants or owner’s representative, if any, or by the borrower’s chief engineering officer or resident supervising engineer assigned to the Programme, to the effect that the work performed is satisfactory and the payment claimed is due in accordance with the terms of the contract; and ▪ A copy of the contract payment monitoring form signed in original by the certifying officer.
<i>Services (including consultants)</i>	<ul style="list-style-type: none"> ▪ Items listed above under "all" ▪ The supplier’s or consultant’s claim duly certified for payment by the Programme director and showing sufficient detail. ▪ As appropriate, a certificate of delivery of satisfactory services.
<i>For payment related to LIPs</i>	<ul style="list-style-type: none"> ▪ Items listed above under "all" ▪ Confirmation of LIP approval by the Central Review Committee (minutes of meeting) with indication of the amount of seed capital / technical assistance / beneficiary contribution and MFI loan (if applicable) to fund the LIP ▪ Signed loan agreement with MFI (if applicable) ▪ Vendor selection information / procurement documents as prepared by the cluster procurement committee
<i>For payment of Trips, fuel, stationary and other expenses</i>	<ul style="list-style-type: none"> ▪ Items listed above under "all" ▪ Supplier invoices; ▪ Evidence of payment; ▪ Back to office report; ▪ Travel authorization; and/or ▪ Expense reports by the traveller (including invoices) ▪ Boarding passes

Pro forma invoices are not acceptable replacements for invoices. In all instances, supporting documentation need to include final invoices.

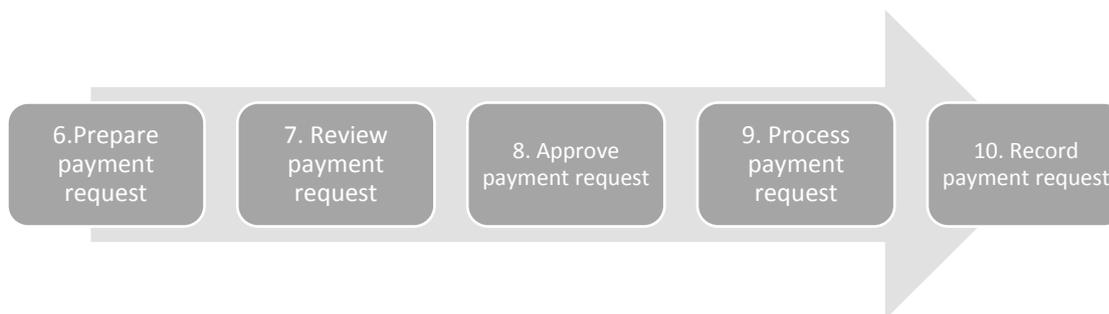
12.2 General guidelines for processing of payments

For invoice related payments, the following general process is applicable at both CPCU and SPCU level:

Up to receipt of the invoice:



From receipt of invoice to payment recorded:



Activity	CPCU procedures	SPCU procedures
<i>Request and approve activity in line with AWPB</i>	<p>The request and approval for activities is undertaken in line with the specific procedures are outlined for each category of expenditure as outlined in:</p> <ul style="list-style-type: none"> ▪ Travel ▪ Civils works, equipment and tools ▪ Consultants ▪ Technical assistance and seed capital to Community Groups to fund LIP implementation <p>Generally, ensure that expenses are in line with the AWPB and that IFAD no objection has been obtained if required.</p>	
<i>Service delivered, or goods received</i>	<p>Obtain evidence that the goods were delivered / services received to the satisfaction of the Programme. Evidence to be retained for the purposes of providing supporting evidence for processing of invoice.</p>	
<i>Prepare payment request</i>	<ul style="list-style-type: none"> ▪ Once invoices are received, the CAA prepares a payment request which includes supporting documentation. ▪ The CPA reviews the payment request for accuracy and validity. ▪ The CPA adds the correct account codes for the purposes of recording the transaction in the accounting software. ▪ The CPA forwards the 	<ul style="list-style-type: none"> ▪ Once invoices are received, the SAAA prepares a payment request which includes supporting documentation. ▪ The SAAA adds the correct account codes for the purposes of recording the transaction in the accounting software. ▪ The SAAA forwards the payment request with supporting documentation to the relevant Technical Officer

Activity	CPCU procedures	SPCU procedures
	<p>payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off.</p>	<p>/Component Head for review and sign off.</p>
<p><i>Review of payment request</i></p>	<p>The <u>SCPA</u> shall review and sign the payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB) ▪ IFAD no objection was obtained (if applicable). ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Programme completion date . ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer xxx) 	<p>The <u>SAO</u> shall review and sign the payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB) ▪ IFAD no objection was obtained (if applicable). ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Programme completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer xxx)
<p><i>Approve payment request</i></p>	<p>The <u>Project director</u> shall review and sign payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB) ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Programme completion date (also see xxx) ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer xxx) ▪ The payment request was reviewed and approved by the <u>Financial Manager.</u> 	<p>The <u>SC</u> shall review and sign payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB) ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Programme completion date (also see xxx) ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer xxx). ▪ The payment request was reviewed and approved by the <u>SAO.</u>

Activity	CPCU procedures	SPCU procedures
<i>Process payment</i>	<ul style="list-style-type: none"> ▪ The approved Invoice with related documents shall be sent to the <u>CPA</u> for processing and issuance of appropriate instruction for mandate/cheque preparation. ▪ Payment Voucher (PV) will be raised by the <u>CPA</u>, based on a duly authorised payment request which includes supporting documentation. The PV will indicate the accounting codes, category of payment, component of payment and source of finance. ▪ The PV and the supporting documents will be sent to the <u>SCPA</u> who will ensure that the correct account codes as well as the appropriate Programme fund have been indicated on the PV. ▪ Where the <u>SCPA</u> is satisfied with the internal checks, the PV will be approved for mandate/cheque writing and the appropriate instruction for writing a mandate/cheque will be issued to the Programme accountant. ▪ The <u>Financial Manager</u> and <u>Project Director</u> will sign the prepared cheques and return to the <u>CPA</u> for processing. ▪ Signed cheques will be recorded in the Cheque Issued /mandate Register before collection. ▪ The turnaround time for settlement of invoices shall not exceed 3 working days. Before releasing the cheque to the payee, the accountant will ensure that the beneficiary signs the PV and Cheque Issued/Mandate Register. 	<ul style="list-style-type: none"> ▪ The approved Invoice with related documents shall be sent to the <u>SAAA</u> for processing and issuance of appropriate instruction for mandate/cheque preparation. ▪ Payment Voucher (PV) will be raised by the <u>SAAA</u>, based on a duly authorised payment request which includes supporting documentation. The PV will indicate the accounting codes, category of payment, component of payment and source of finance. ▪ The PV and the supporting documents will be sent to the <u>SAO</u> who will ensure that the correct account codes as well as the appropriate Programme fund have been indicated on the PV. ▪ Where the <u>SAO</u> is satisfied with the internal checks, the PV will be approved for mandate/cheque writing and the appropriate instruction for writing a mandate/cheque will be issued to the Programme accountant ▪ The <u>SAO</u> and <u>SC</u> will sign the prepared cheques and return to the <u>SAAA</u> for processing. ▪ Signed cheques will be recorded in the Cheque Issued /mandate Register before collection. ▪ The turnaround time for settlement of invoices shall not exceed 3 working days. Before releasing the cheque to the payee, the accountant will ensure that the beneficiary signs the PV and Cheque Issued/Mandate Register.
<i>Record payment</i>	<ul style="list-style-type: none"> ▪ Record the transaction in the accounting software, using the correct codes as captured on the PV. ▪ File supporting documentation in line with 	<ul style="list-style-type: none"> ▪ Record the transaction in the accounting software, using the correct codes as captured on the PV. ▪ File supporting documentation in line with xxx, include proof

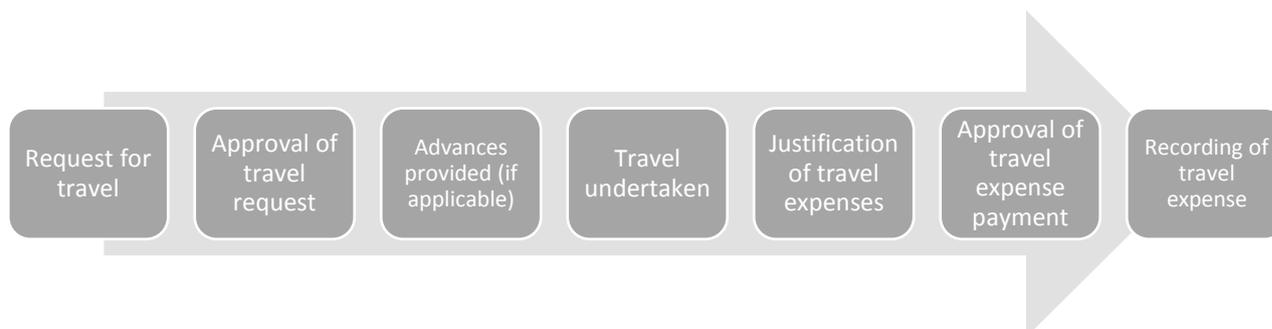
Activity	CPCU procedures	SPCU procedures
	xxx, include proof of payment (bank statement/bank confirmation of payment)	of payment (bank statement/bank confirmation of payment)

12.4 Travel related payments

The following type of travel may take place by Programme staff or Programme beneficiaries:

- Internal training - Travel for training at CPCU or SPCUs – 12.4.1
- External training - Travel for training not at CPCU/SPCUs – 12.4.2
- International training – 12.4.3
- Programme staff field visits – 12.4.1

All types of travel payments follow the general process:



The proses for each type of travel is outlined below:

12.4.1 Local training (internal) and field visits

Local training (internal) / field visits	
Type	Training which is conducted for Programme staff or beneficiaries at the CPCU or SPCUs or field visits
Overview of entitlement	<ul style="list-style-type: none"> ▪ The relevant SPCU or CPCU is expected to provide meals and accommodation. ▪ Individuals are entitled to pocket money in line with the staff bylaws, which is provided after the training. ▪ With regards to field visits, the driver and Programme staff are entitled to a daily field allowance as specified in the Programme bylaws. ▪ The number of travel days used for the calculation of pocket money/field allowance are calculated from date of departure from home until last day of the training. ▪ If Programme vehicles are used, the actual cost of fuel is paid by the Programme based on invoices. (fuel advance may be provided if trip distance is greater than 400km) ▪ If private vehicles are used, staff are reimbursed in line with the allowable rate per kilometre as specified in the staff bylaws, based on actual distance travelled.
Request for travel	<p>The relevant department will prepare a request for travel which includes:</p> <p><u>For training:</u></p>

Local training (internal) / field visits	
	<ul style="list-style-type: none"> ▪ List of individuals to attend training ▪ Dates of training ▪ Overview of training (agenda, location noted) – brochure / email correspondence or other suitable evidence ▪ Related AWPB classification (category, component) ▪ Confirmation from the administration officer that a Programme vehicle(s) is available for the travel dates should this be the mode of transportation ▪ Calculation of the pocket money to be paid. <p><u>For field visits:</u></p> <ul style="list-style-type: none"> ▪ List of individuals visiting field ▪ Purpose of field visit ▪ Relevant AWPB line item
<i>Approval of travel request</i>	<ul style="list-style-type: none"> ▪ The travel request is reviewed by the Programme accountant for: <ul style="list-style-type: none"> ○ Accuracy and compliance with the staff bylaws in terms of the pocket money allowance / estimation for fuel costs ○ Alignment with the approved ABPB ▪ The travel request is submitted to the Programme Director for approval. ▪ Once approved, the team leader or individual should submit a request for vehicle use-
<i>Advance provide</i>	<ul style="list-style-type: none"> ▪ An advance for fuel is provide from petty cash if the travel distance is more than 400km and travel is undertaken with a Programme vehicle. The advance is provided to the individual undertaking the trip (not provided to the driver). ▪ The administrative assistance records the fuel advance in the petty cash book on the accounting software. ▪ No other advances are provided.
<i>Justification of travel expenses / return of unused fuel advance</i>	<ul style="list-style-type: none"> ▪ Within 5 business days after the travel, the team leader / individual is required to prepare a travel expense report which includes: <ul style="list-style-type: none"> ○ Attendance register completed at the training event ○ If a private vehicle was used, indication of total distance travelled in kilometres with payment due to vehicle owner, based on the approved rate in the bylaws. ○ If a Programme vehicle was used, invoiced for fuel which was paid from fuel advance. ○ Back to the office report (in case of field visits) ▪ The travel expense claim is submitted to the administrative assistant together with the fuel advance which was not used. ▪ The administrative assistant confirms the accuracy and validity of the travel expense claim and determines the pocket money which is due. ▪ The fuel advance returned is recorded in the accounting software. ▪ The Programme accountant reviews the travel expense claim for accuracy and validity and captures the correct account codes on the request (in line with AWPB line items). (sign as evidence of review)
<i>Approval of travel payment</i>	<ul style="list-style-type: none"> ▪ The travel expense is approved by the Programme Director by way of signing the travel expense report.

Local training (internal) / field visits

<i>Payment of pocket money / fuel expenses</i>	<ul style="list-style-type: none"> ▪ Once the travel expense claim is approved, the administrative assistant will provide the pocket money and reimburse for fuel expenses (in case of private vehicle use). Refer payment processing procedure outlined in 13.2. ▪ Fuel is reimbursed based on invoices (if Programme vehicle is used), or based on km x staff bylaw rate if private vehicle is used.
<i>Recording of expense</i>	<ul style="list-style-type: none"> ▪ The total travel expense is recorded as training expenditure in terms of the correct category and component, in line with the account codes which are captured on the travel expense report. ▪ Only fuel expenses may be charged to the training budget code. If other vehicle maintenance was incurred, this expense is recorded as maintenance. ▪ <i>Meals and accommodation provided by the CPCU or SPCU where the training/field visit is held, is responsible to record the related expense in terms of the correct account codes.</i>

12.4.2 Local training (external) and other business-related travel within Sudan**Local training (external) or other business-related travel within Sudan**

<i>Type of travel</i>	<ul style="list-style-type: none"> ▪ Training which is conducted for Programme staff or beneficiaries at an external location in Sudan. ▪ Other business-related travel within Sudan (either to CPCU/SPCUs or other)
<i>Overview of entitlement</i>	<ul style="list-style-type: none"> ▪ Individuals are entitled to DSA, paid based on the number of days of travel for training purposes. ▪ The DSA should be used to pay for the cost of accommodation and meals. ▪ Unused DSA is not returned to the Programme. ▪ The DSA is reduced in line with the staff bylaws in the event that meals or accommodations is provided to the individual. ▪ 50% of the DSA is advanced before commencement of the travel. ▪ 50% of the DSA is provide after completion of the travel and subject to approval of the travel expense report. ▪ The number of travel days are calculated from date of departure from home until last day of the training. ▪ If Programme vehicles are used, the actual cost of fuel is paid by the Programme. ▪ If private vehicles are used, staff are reimbursed in line with the allowable rate per kilometre, based on actual distance travelled
<i>Request for travel</i>	<p>The relevant department will prepare a request for travel which includes:</p> <ul style="list-style-type: none"> ▪ List of individuals to attend external training ▪ Dates of training ▪ Overview of training (agenda, location noted) – brochure / email correspondence or other suitable evidence ▪ Cost of training and other expenses ▪ Related AWPB classification (category, component) ▪ Mode of transport (Programme vehicle or other) ▪ Confirmation from the administrative officer that a Programme vehicle(s) is available for the travel dates should this be the mode

Local training (external) or other business-related travel within Sudan	
	<p>of transportation</p> <ul style="list-style-type: none"> ▪ Calculation of total DSA due (100%) ▪ Calculation of total DSA advance required (individuals x applicable DSA rate x 50%) before departure
<i>Approval of travel request</i>	<ul style="list-style-type: none"> ▪ The travel request is reviewed by the Programme accountant for: <ul style="list-style-type: none"> ○ Accuracy and compliance with the staff bylaws in terms of the DSA rate applied. ○ Alignment with the approved ABPB ▪ The travel request is submitted to the Programme Director for approval. ▪ Once approved, the team leader or individual should submit a request for vehicle use.
<i>Advance provide</i>	<ul style="list-style-type: none"> ▪ Upon approval of the travel request by the Programme Director, the Programme accountant will advance 50% of the total DSA to individuals or the team leader as appropriate. (amounts greater than 500 SDG provided by cheque, following payment processing procedure as outlined in 13.2). ▪ The Programme accountant will record the advance in the accounting system, indicating the amount, date of advance, to who advanced and related budget line item. (advance is not recorded as an expense at this stage)
<i>Justification of travel expenses</i>	<ul style="list-style-type: none"> ▪ Within 5 business days after the travel, the team leader / individual is required to prepare a travel expense report which includes: <ul style="list-style-type: none"> ○ Invoices for hotels, meals (original) ○ If a private vehicle was used, indication of total distance travelled in kilometres with payment due to vehicle owner, based on the approved rate in the bylaws. ○ Attendance register completed at the training event ○ Back to the office report (in case of other business-related travel) ▪ The travel expense claim is submitted to the administrative assistant who confirms the accuracy and validity of the travel expense claim and determines the outstanding DSA which is due for payment. (sign as evidence of review). ▪ The Programme accountant reviews the travel expense claim for accuracy and validity and captures the correct account codes on the request (in line with AWPB line items). (sign as evidence of review)
<i>Approval of travel payment</i>	<ul style="list-style-type: none"> ▪ The travel expense is approved by the Programme Director by way of signing the travel expense report.
<i>Payment of outstanding DSA</i>	<ul style="list-style-type: none"> ▪ Once the travel expense claim is approved, the administrative assistant will provide the remaining 50% DSA from the training advance and reimburse for fuel expenses. Fuel is reimbursed based on invoices (if Programme vehicle is used), or based on km x staff bylaw rate if private vehicle is used. ▪ Refer payment processing procedure outlined in 13.2.

Local training (external) or other business-related travel within Sudan

<i>Recording of expense</i>	<ul style="list-style-type: none"> ▪ The total travel expense is recorded as training expenditure, by clearing the travel advance, in terms of the correct category and component, in line with the account codes which are captured on the travel expense report. ▪ Only fuel expenses may be charged to the training budget code. If other vehicle maintenance was incurred, this expense is recorded as maintenance.
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12.4.3 International travel

International travel

<i>Type of travel</i>	<ul style="list-style-type: none"> ▪ Training which is conducted for Programme staff or beneficiaries at an international location.
<i>Overview of entitlement</i>	<ul style="list-style-type: none"> ▪ Individuals are entitled to DSA, paid based on the number of days of travel for training purposes. ▪ The DSA should be used to pay for the cost of accommodation and meals. ▪ Unused DSA is not returned to the Programme. ▪ DSA is determined in line with the Bylaws of the Council of Ministries. ▪ The DSA is reduced in line with the bylaws in the event that meals or accommodations is provided to the individual. ▪ 80% of the DSA is advanced before commencement of the travel. ▪ 20% of the DSA is provide after completion of the travel and subject to approval of the travel expense report. ▪ The number of travel days are calculated from date of departure from home until last day of the training. ▪ If Programme vehicles are used, the actual cost of fuel is paid by the Programme. (to travel to airport). ▪ If private vehicles are used, staff are reimbursed in line with the allowable rate per kilometre, based on actual distance travelled. (to travel to airport). ▪ Air travel is booked via CCU and paid for by the Programme directly.
<i>Request for travel</i>	<p>The relevant department will prepare a request for travel which includes:</p> <ul style="list-style-type: none"> ▪ List of individuals to attend external training ▪ Dates of training ▪ Overview of training (agenda, location noted) – brochure / email correspondence or other suitable evidence ▪ Related AWPB classification (category, component) ▪ Confirmation from the administrative officer that a Programme vehicle(s) is available for the travel to the airport. ▪ Calculation of total DSA due (100%) ▪ Calculation of total DSA advance required (individuals x applicable DSA rate x 80%) before departure ▪ Estimated cost of air travel ▪ Estimated cost of visas <p><i>(Air travel and visas are arranged via CCU and paid directly by the Programme)</i></p>

International travel	
<i>Approval of travel request</i>	<ul style="list-style-type: none"> ▪ The travel request is reviewed by the Programme accountant for: <ul style="list-style-type: none"> ○ Accuracy and compliance with the bylaws in terms of the DSA rate applied. ○ Alignment with the approved ABPB ▪ The travel request is submitted to the Programme Director for approval. ▪ Once approved, the team leader or individual should submit a request for vehicle use if required. ▪ IFAD no objection should be obtained for travel request before approval by the Programme Director.
<i>Advance provide</i>	<ul style="list-style-type: none"> ▪ Upon approval of the travel request by the Programme Director, the Programme accountant will advance 80% of the total DSA to individuals or the team leader as appropriate. (prepare cheque for signing by the Programme Director) ▪ The Programme accountant will record the advance in the accounting system, indicating the amount, date of advance, to who advanced and related budget line item. (advance is not recorded as an expense at this stage)
<i>Justification of travel expenses</i>	<ul style="list-style-type: none"> ▪ Within 5 business days after the travel, the team leader / individual is required to prepare a travel expense report which includes: <ul style="list-style-type: none"> ○ Invoices for hotels, meals (original) ○ Invoices for air travel and visas (or copies of visas if invoices were not provided) ○ Boarding passes for air travel ○ If a private vehicle was used, indication of total distance travelled in kilometres with payment due to vehicle owner, based on the approved rate in the bylaws. ○ Attendance register completed at the training event ○ Back to the office report prepared by the team leader ○ Confirmation of IFAD no objection (email correspondence) ▪ The travel expense claim is submitted to the administrative assistant who confirms the accuracy and validity of the travel expense claim and determines the outstanding DSA which is due for payment. (sign as evidence of review). ▪ The Programme accountant reviews the travel expense claim for accuracy and validity and captures the correct account codes on the request (in line with AWPB line items). (sign as evidence of review)
<i>Approval of travel payment</i>	<ul style="list-style-type: none"> ▪ The travel expense is approved by the Programme Director by way of signing the travel expense report.
<i>Payment of outstanding DSA / reimbursement for visa fees</i>	<ul style="list-style-type: none"> ▪ Once the travel expense claim is approved, the administrative assistant will provide the remaining 20% DSA. ▪ Payment for air travel is processed in line with the procedures outlined in 13.2. ▪ Individuals are reimbursed for the actual cost of visas and fuel. Fuel is reimbursed based on invoices (if Programme vehicle is used), or based on km x staff bylaw rate if private vehicle is used. ▪ Visas may be reimbursed on presentation of an invoice or a copy of the visa (only in instances where invoices are not issued at

International travel	
	passport control for entry visas)-
Recording of expense	<ul style="list-style-type: none"> ▪ The total travel expense is recorded as training expenditure, by clearing the travel advance, in terms of the correct category and component, in line with the account codes which are captured on the travel expense report. ▪ Only fuel expenses may be charged to the training budget code. If other vehicle maintenance was incurred, this expense is recorded as maintenance.

In all instances, unjustified travel advances will need to be reimbursed to the Programme by the traveller within three months after the travel date or the amount will be deducted from the payroll.

12.5 Civil works, equipment and tools

Activity	CPCU procedures	SPCU procedures
Request and approve activity in line with AWPB	<ul style="list-style-type: none"> ▪ Civils works, equipment and tools are defined and outlined in both the AWPB and the Procurement Plan. ▪ Civil works, equipment and tools is contracted via a procurement process as outlined in the Programme Implementation Manual. ▪ IFAD no objection is required on the bidding document, recommendation of award and contract outline before the final bid award is made. (refer to Letter to the Recipient) 	
Prepare payment request	<ul style="list-style-type: none"> ▪ The procurement officer will request payment of invoices, subject to providing the following supporting documentation: <ul style="list-style-type: none"> - Copy of civils contract with award letter (for civils only) - Contract amendment letter (if applicable) - Bid analysis and evaluation report - Evidence of IFAD no objection related to the contract award - Purchase order / Invoice - Progress report prepared by consulting engineer and approved by Programme Technical head. ▪ The CAA prepares a payment request which includes the supporting documentation. ▪ The CPA reviews the payment request for accuracy 	<ul style="list-style-type: none"> ▪ The procurement officer will request payment of invoices, subject to providing the following supporting documentation: <ul style="list-style-type: none"> - Copy of civils contract with award letter (for civils only) - Contract amendment letter (if applicable) - Bid analysis and evaluation report - Evidence of IFAD no objection related to the contract award - Purchase order / Invoice - Progress report prepared by consulting engineer and approved by Programme Technical head. ▪ The SAAA prepares a payment request which includes supporting documentation. ▪ The SAAA adds the correct account codes for the purposes of recording the transaction in

Activity	CPCU procedures	SPCU procedures
	<p>and validity.</p> <ul style="list-style-type: none"> ▪ The CPA adds the correct account codes for the purposes of recording the transaction in the accounting software. ▪ The CPA forwards the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off. 	<p>the accounting software.</p> <ul style="list-style-type: none"> ▪ The SAAA forwards the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off.
<p><i>Review of payment request</i></p>	<p>The SCPA shall review and sign the payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB) ▪ IFAD no objection was obtained (if applicable). ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Programme completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer xxx). ▪ <u>Where stipulated in the contract, the required bank guarantees are valid and is retained in the CPCU safe.</u> 	<p>The SAO shall review and sign the payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB) ▪ IFAD no objection was obtained (if applicable). ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Programme completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer xxx). ▪ <u>Where stipulated in the contract, the required bank guarantees are valid and is retained in the SPCU safe.</u>
<p><i>Approve payment request</i></p>	<p>The Project director shall review and sign payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB) ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed 	<p>The SC shall review and sign payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB) ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Programme completion

Activity	CPCU procedures	SPCU procedures
	<p>before Programme completion date</p> <ul style="list-style-type: none"> ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer xxx) ▪ The payment request was reviewed and approved by the <u>Financial Manager</u>. 	<p>date-</p> <ul style="list-style-type: none"> ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer xxx). ▪ The payment request was reviewed and approved by the <u>SAO</u>.
<p><i>Process payment</i></p>	<ul style="list-style-type: none"> ▪ The approved Invoice with related documents shall be sent to the <u>CPA</u> for processing and issuance of appropriate instruction for mandate/cheque preparation. ▪ Payment Voucher (PV) will be raised by the <u>CPA</u>, based on a duly authorised payment request which includes supporting documentation. The PV will indicate the accounting codes, category of payment, component of payment and source of finance. ▪ The PV and the supporting documents will be sent to the <u>SPCA</u> who will ensure that the correct account codes as well as the appropriate Programme fund have been indicated on the PV. ▪ Where the <u>SPCA</u> is satisfied with the internal checks, the PV will be approved for mandate/cheque writing and the appropriate instruction for writing a mandate/cheque will be issued to the Programme accountant. ▪ The <u>Financial Manager</u> and <u>Project Director</u> will sign the prepared cheques and return to the <u>CPA</u> for processing. ▪ Signed cheques will be recorded in the Cheque Issued /mandate Register before collection. ▪ The turnaround time for settlement of invoices shall not exceed 3 working days. Before releasing the cheque 	<ul style="list-style-type: none"> ▪ The approved Invoice with related documents shall be sent to the <u>SAAA</u> for processing and issuance of appropriate instruction for mandate/cheque preparation. ▪ Payment Voucher (PV) will be raised by the <u>SAAA</u>, based on a duly authorised payment request which includes supporting documentation. The PV will indicate the accounting codes, category of payment, component of payment and source of finance. ▪ The PV and the supporting documents will be sent to the <u>SAO</u> who will ensure that the correct account codes as well as the appropriate Programme fund have been indicated on the PV. ▪ Where the <u>SAO</u> is satisfied with the internal checks, the PV will be approved for mandate/cheque writing and the appropriate instruction for writing a mandate/cheque will be issued to the Programme accountant ▪ The <u>SAO</u> and <u>SC</u> will sign the prepared cheques and return to the <u>SAAA</u> for processing. ▪ Signed cheques will be recorded in the Cheque Issued /mandate Register before collection. ▪ The turnaround time for settlement of invoices shall not exceed 3 working days. Before releasing the cheque to the payee, the accountant will ensure that the beneficiary signs the PV and Cheque

Activity	CPCU procedures	SPCU procedures
	to the payee, the accountant will ensure that the beneficiary signs the PV and Cheque Issued/Mandate Register.	Issued/Mandate Register.
<i>Record payment</i>	<ul style="list-style-type: none"> ▪ Record the transaction in the accounting software, using the correct codes as captured on the PV. ▪ Update the contract monitoring form module in the accounting software with the payment made. ▪ File supporting documentation, include proof of payment (bank statement/bank confirmation of payment) 	<ul style="list-style-type: none"> ▪ Record the transaction in the accounting software, using the correct codes as captured on the PV. ▪ Update the contract monitoring form module in the accounting software with the payment made. ▪ File supporting documentation, include proof of payment (bank statement/bank confirmation of payment)

13.6 Payments for consultant services

Activity	CPCU procedures	SPCU procedures
<i>Request and approve activity in line with AWPB</i>	<ul style="list-style-type: none"> ▪ The process for requesting and approving consultants is outlined in the procurement section of the PIM (and LTR) and is dependent on whether the service is recruited internationally, nationally, locally or on a single source basis. ▪ In all instances the procurement of consulting services is subject to IFAD's no objection. 	
<i>Prepare payment request</i>	<ul style="list-style-type: none"> ▪ The procurement officer will request payment of consulting services subject to providing the following supporting documentation: <ul style="list-style-type: none"> - Copy of consulting contract and invoice requesting payment (invoice to specify bank details in line with contract) - Copy of output (report / study etc) - Copy of timesheets (if time-based payment is required) - Written recommendation for payment from the relevant technical department which confirms that the consultant(s) have delivered the key outputs as specified in the consulting contract. - Confirmation of IFAD no 	<ul style="list-style-type: none"> ▪ The procurement officer will request payment of civil works invoices, subject to providing the following supporting documentation: <ul style="list-style-type: none"> - Copy of consulting contract and invoice requesting payment (invoice to specify bank details in line with contract) - Copy of output (report / study etc) - Copy of timesheets (if time-based payment is required) - Written recommendation for payment from the relevant technical department which confirms that the consultant(s) have delivered the key outputs as specified in the consulting contract. - Confirmation of IFAD no objection. ▪ The SAAA prepares a payment

Activity	CPCU procedures	SPCU procedures
	<p>objection.</p> <ul style="list-style-type: none"> ▪ The CPA prepares a payment request which includes the supporting documentation. ▪ The CPA reviews the payment request for accuracy and validity. ▪ The CPA adds the correct account codes for the purposes of recording the transaction in the accounting software. ▪ The CPA forwards the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off. 	<p>request which includes supporting documentation.</p> <ul style="list-style-type: none"> ▪ The SAAA adds the correct account codes for the purposes of recording the transaction in the accounting software. ▪ The SAAA forwards the payment request with supporting documentation to the relevant Technical Officer/Component Head for review and sign off.
<p><i>Review of payment request</i></p>	<p>The SCPA shall review and sign the payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB) ▪ IFAD no objection was obtained (if applicable). ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Programme completion date (also see xxx) ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer xxx). ▪ <u>Where stipulated in the contract, the required bank guarantees are valid and is retained in the CPCU safe.</u> 	<p>The SAO shall review and sign the payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB) ▪ IFAD no objection was obtained (if applicable). ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Programme completion date (also see xxx) ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer xxx). ▪ <u>Where stipulated in the contract, the required bank guarantees are valid and is retained in the SPCU safe.</u>
<p><i>Approve payment request</i></p>	<p>The Project director shall review and sign payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (or undertaken with approval of 	<p>The SC shall review and sign payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (or undertaken with approval of

Activity	CPCU procedures	SPCU procedures
	<p><i>the IFAD CPM with subsequent modification of the AWPB)</i></p> <ul style="list-style-type: none"> ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Programme completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached. ▪ The payment request was reviewed and approved by the <u>Financial Manager.</u> 	<p><i>the IFAD CPM with subsequent modification of the AWPB)</i></p> <ul style="list-style-type: none"> ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Programme completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached. ▪ The payment request was reviewed and approved by the <u>SAO.</u>
<p><i>Process payment</i></p>	<ul style="list-style-type: none"> ▪ The approved Invoice with related documents shall be sent to the <u>CPA</u> for processing and issuance of appropriate instruction for mandate/cheque preparation. ▪ Payment Voucher (PV) will be raised by the <u>CPA</u>, based on a duly authorised payment request which includes supporting documentation. The PV will indicate the accounting codes, category of payment, component of payment and source of finance. ▪ The PV and the supporting documents will be sent to the <u>SPCA</u> who will ensure that the correct account codes as well as the appropriate Programme fund have been indicated on the PV. ▪ Where the <u>SCPA</u> is satisfied with the internal checks, the PV will be approved for mandate/cheque writing and the appropriate instruction for writing a mandate/cheque will be issued to the Programme accountant. ▪ The <u>Financial Manager</u> and <u>Project Director</u> will sign the prepared cheques and return to the <u>CPA</u> for processing. ▪ Signed cheques will be 	<ul style="list-style-type: none"> ▪ The approved Invoice with related documents shall be sent to the <u>SAAA</u> for processing and issuance of appropriate instruction for mandate/cheque preparation. ▪ Payment Voucher (PV) will be raised by the <u>SAAA</u>, based on a duly authorised payment request which includes supporting documentation. The PV will indicate the accounting codes, category of payment, component of payment and source of finance. ▪ The PV and the supporting documents will be sent to the <u>SAO</u> who will ensure that the correct account codes as well as the appropriate Programme fund have been indicated on the PV. ▪ Where the <u>SAO</u> is satisfied with the internal checks, the PV will be approved for mandate/cheque writing and the appropriate instruction for writing a mandate/cheque will be issued to the Programme accountant ▪ The <u>SAO</u> and <u>SC</u> will sign the prepared cheques and return to the <u>SAAA</u> for processing. ▪ Signed cheques will be recorded in the Cheque Issued /mandate Register before collection.

Activity	CPCU procedures	SPCU procedures
	<p>recorded in the Cheque Issued /mandate Register before collection.</p> <ul style="list-style-type: none"> The turnaround time for settlement of invoices shall not exceed 3 working days. Before releasing the cheque to the payee, the accountant will ensure that the beneficiary signs the PV and Cheque Issued/Mandate Register. 	<ul style="list-style-type: none"> The turnaround time for settlement of invoices shall not exceed 3 working days. Before releasing the cheque to the payee, the accountant will ensure that the beneficiary signs the PV and Cheque Issued/Mandate Register.
<i>Record payment</i>	<ul style="list-style-type: none"> Record the transaction in the accounting software, using the correct codes as captured on the PV. Update the contract monitoring form module in the accounting software with the payment made. File supporting documentation, include proof of payment (bank statement/bank confirmation of payment) 	<ul style="list-style-type: none"> Record the transaction in the accounting software, using the correct codes as captured on the PV. Update the contract monitoring form module in the accounting software with the payment made. File supporting documentation, include proof of payment (bank statement/bank confirmation of payment)

12.7 Payments related to seed capital and technical assistance to Community Groups for the implementation of Livelihood Investment Plans

Community Groups may qualify for matching grants (seed capital and technical assistance) or revolving funds capital as follows:

Matching grants	Matching grants	Matching grants	Revolving fund capital
<p><u>Community Group: CDC or VDS</u></p> <p>SPCU to provide 100% programme financing of technical assistance (TA) and 80% seed investment capital for public or common good investments</p>	<p><u>Community Group: NRLG, VSCG, VWG</u></p> <p>SPCU to provide up to 80% programme financing of TA, and 70% seed investment capital (100% for pastoralist enterprises) for common good investments for group enterprises</p>	<p><u>Individual households supported through NRLGs or VSCGs</u></p> <p>Programme financing of TA and 70% of seed investment capital for small start-up inputs (beneficiary funds investment costs)</p>	<p>Community Group: VWGs</p> <p>Seed capital of 100% to establish Community Investment Funds (CIF) managed by VDCs as revolving funds in particular supporting vulnerable women organized in VWGs who cannot meet requirements for accessing micro finance institutions</p>
<p>Payment to suppliers for fixed assets, tools, machinery and equipment, essential civil work.</p>	<p>Payment suppliers for fixed assets, tools, machinery and equipment, essential civil work.</p>	<p>Payment to suppliers for seeds, inputs, fencing, land prep, irrigation, gas cylinders</p>	<p>Payment to suppliers for fixed assets, tools, machinery and equipment, essential civil work</p>

Community Groups will follow a process (as outlined in section 88. of the PIM) to obtain approval for their LIPs from the CPCU’s Central Review Committee. The committee will confirm the amount of the investment to be made and required beneficiary contribution if applicable (or MFI loan in the absence of).

Revolving fund capital

VDCs can set up revolving credit funds to support VWGs who cannot access micro finance. The general guidelines for payment processing should be followed with specific inclusion of the following:

Activity	
<i>Receive payment request</i>	<ol style="list-style-type: none"> 1. The VDC should submit a written request for revolving funds to the SPCU. The written request should outline the amount requested, the legal entity to which the funds will be disbursed (Community Investment Fund) and bank details of the Community Investment Fund. <ol style="list-style-type: none"> a. The written request should be signed by an authorised representative of the VDC. b. The request should be accompanied by a bank stamped letter from the commercial bank where the CIF has opened a bank account for the purposes of receiving the funds c. The request should be accompanied by the legal entity registration documents (certified) which indicate the name of the CIF (corresponding to name on bank letter) 2. The Community Development Officer should provide supporting documentation which includes his/her validation report, minutes of the Central Review Committee meeting where the funds to the CIF was approved and copy of the LIP.
<i>Prepare payment request</i>	<ul style="list-style-type: none"> ▪ Once a disbursement request is received from the VDC, the SAAA prepares a payment request which includes supporting documentation. <i>The Community Development Officer should provide supporting documentation which includes his/her validation report, minutes of the Central Review Committee meeting where the funds to the CIF was approved and copy of the LIP.</i> ▪ The SAAA adds the correct account codes for the purposes of recording the transaction in the accounting software. ▪ The SAAA forwards the payment request with supporting documentation to the relevant Community Development Officer for review and sign off.
<i>Review of payment request</i>	<p>The SAO shall review and sign the payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The funds allocation is included in the approved AWPB (<i>or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB</i>) ▪ Payment was cleared by the Community Development Officer ▪ All supporting documentation is attached. ▪ The bank details on the payment request agree to the bank stamped letter provided by the VDC and the amount of the payment agrees to the amount approved for allocation by the Central Review Committee.
<i>Approve payment request</i>	<p>The SC shall review and sign payment request, checking/confirming:</p> <ul style="list-style-type: none"> ▪ The expenditure is included in the approved AWPB (<i>or undertaken with approval of the IFAD CPM with subsequent modification of the AWPB</i>) ▪ Payment was cleared by the relevant Community Development Officer.

Activity	
	<ul style="list-style-type: none"> ▪ All supporting documentation is attached (refer xxx). ▪ The payment request was reviewed and approved by the <u>SAO</u>.
<i>Process payment</i>	<ul style="list-style-type: none"> ▪ The disbursement request shall be sent to the <u>SAAA</u> for processing and issuance of appropriate instruction for mandate/cheque preparation. ▪ Payment Voucher (PV) will be raised by the <u>SAAA</u>, based on a duly authorised payment request which includes supporting documentation. The PV will indicate the accounting codes, category of payment, component of payment and source of finance. ▪ The PV and the supporting documents will be sent to the <u>SAO</u> who will ensure that the correct account codes as well as the appropriate Programme fund have been indicated on the PV. ▪ Where the <u>SAO</u> is satisfied with the internal checks, the PV will be approved for mandate/cheque writing and the appropriate instruction for writing a mandate/cheque will be issued to the Programme accountant ▪ The <u>SAO</u> and <u>SC</u> will sign the prepared cheques and return to the <u>SAAA</u> for processing. ▪ Signed cheques will be recorded in the Cheque Issued /mandate Register before collection. ▪ The turnaround time for disbursements shall not exceed 3 working days. Before releasing the cheque to the payee, the accountant will ensure that the beneficiary signs the PV and Cheque Issued/Mandate Register.
<i>Record payment</i>	<ul style="list-style-type: none"> ▪ Record the transaction in the accounting software, using the correct codes as captured on the PV. ▪ File supporting documentation in line with xxx, include proof of payment (bank statement/bank confirmation of payment)

Matching grants

Seed capital can be used for a range of activities and it is recommended that the procurement of related goods and services be managed by the Cluster Procurement Committee with strong oversight from the SPCU procurement team. Payments related to LIPs can either be made directly to suppliers of the CG or by disbursing seed capital/technical assistance funds to the CG bank account.

- For direct payments to suppliers, the general guidelines should be followed with consideration of the following additional steps:

[to be developed further once the PIM outlines mechanisms for matching grants]

- For disbursement of funds to the CG bank account, the following process if followed:

[to be developed further once the PIM outlines mechanisms for matching grants]

Guidance for further development (delete from final FM):

- *The SPCU must retain documentary evidence of the LIP approval, including amounts approved and the required matching contribution.*

- *The SPCU must confirm that the beneficiary contribution has been made. This can be either paid to the supplier directly, deposited into a ring-fenced bank account created for receiving beneficiary contributions or paid to the PFI (if applicable).*
- *Specific consideration should be given to the PFI process. Ito Islamic Law, the PFI purchases the equipment on behalf of the CG and sells it to the CG with a mark-up. In instances where a PFI loan is required, the SPCU may need to disburse the grant to the PFI who in turn will purchase the equipment.*
- *Consider processes as outlined for the revolving fund above.*

12.8 Petty cash payments and replenishments

The advance to petty cash is 5000 SDG (at CPCU and SPCU level) and is managed by the administrative assistant. The purpose of the petty cash is to allow the CPCU to make payments for low value items (e.g. minor repairs, small supplies, newspapers, taxi fares, and other sundry expenses) in a quick and efficient manner.

The Petty cash disbursements may be in the form of an advance or a reimbursement. Advances must be justified with proper supporting documentation (receipts etc.) on a timely basis.

- The cash is placed in a locked cash box which is kept in the administrative assistant's custody. The Petty cash disbursements may be in the form of an advance or a reimbursement (when the staff member has personally advanced the funds).
- For advances, the administrative assistant delivers petty cash advances on the basis of the approved request. After the purchase is made, the requestor must return the invoice/receipt along with the change, if any, to the Finance Officer for recording into the Accounting system.
- For reimbursements (i.e. when the goods or services have already been delivered), the invoice or receipt is given to the administrative assistant who reimburses the requesting staff member or directly pays the supplier. The form is signed by the individual who receives the money.
- All disbursements from the Petty Cash must be recorded on a Cash Voucher form showing all particulars: the amount, the account being charged, the description of the transaction, authorization (by administrative assistant) and the signature of the payee. The necessary documents (invoice, payment tapes, receipts) must be firmly attached. The Finance Officer must never disburse from the petty cash to herself without the Finance Manager's authorization.
- The petty cash replenishment point is set to 5000 SDG. Once the level of the petty cash on hand falls below this point, the administrative assistant must request replenishment by submitting a completed petty cash replenishment form (22.11). This form will show a listing of all disbursements made, the accounts debited and the total sum replenished. All the necessary petty cash vouchers and their supporting documents will be attached. A check will be prepared for the amount to be replenished and the Financial Manager is required to review and confirm all disbursements on the Petty Cash form before signing the check.
- Petty cash is replenished upon presentation of actual receipts to the Financial Manager. All Petty cash replenishments will bring the balance of cash on hand to SDG 5000 since the cash on hand and the receipts available should always equal SDG 5000.
- The Petty Cash Vouchers, Receipts and Electronic Petty Cash Reconciliation Sheet should be updated frequently. At the end of each week, the Programme accountant will reconcile the petty cash journal with the physical cash count. These will be checked, along with a surprise cash count by the Finance Manager, (or Programme Director in the absence of the Financial Manager) via unannounced inspections at least once per month.

12.9 Payments for fuel

Vehicles may be refuelled at the local preferred fuel station, based on approved purchase orders issued to drivers by the Programme accountant. In such instances the driver does

not pay in cash for fuel. On a monthly basis the preferred petrol station will submit a customer statement for payment to the Programme. The customer statement should:

- List all individual invoices separately with supporting purchase orders issued by the Programme accountant
- Indicate the date and amount (value and volume)
- Indicate the vehicle registration number

The administrative assistant will compare the customer statement information to the respective Programme vehicle logbooks to confirm accuracy of the customer statement. In addition, the administrative assistant will confirm that only approved Programme vehicles are listed on the customer statement. Once the administrative assistant is satisfied with the customer statement, a payment request will be prepared in line with the procedures in 13.2

If drivers are not able to refuel at the preferred fuel station, drivers may use fuel advances to procure fuel. In all instances, travel is approved in line with required procedures as outlined in section 13. The fuel invoices should be attached to the trip expense to be filed upon return to the office.

13. Financial Reporting

Financial reporting requirements applicable to IFAD-financed Programmes are outlined in the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Programmes.

13.1 Frequency of financial reporting

SNRLP is required to prepare financial reports and submit to IFAD as outlined in the table below:

Type	Period / Frequency of submission
<i>Annual Financial Statements</i>	<ul style="list-style-type: none"> ▪ <u>Unaudited</u>: Prepare annual reports and submit to IFAD within 4 months of the end of the financial year-end. ▪ <u>Audited</u>: Submit audited financial statements within 6 months of the end of the financial reporting period. <p>The reports should be prepared in line with requirements are outlined in 14.3. The annual financial statement should be authorised by the Programme Director for authorisation before submission to the auditor/IFAD.</p>
<i>Interim financial reports</i>	<p>Prepare quarterly reports and submit to IFAD within 45 days of the end of the quarter. The reports should be prepared in line with requirements are outlined in 14.3.</p>
<i>Monthly management accounts</i>	<p>It is required that the Programme prepare monthly management accounts which include information which is useful for the purposes of monitoring the Programme. The monthly management accounts are used for internal purposes only. The content may include:</p> <ul style="list-style-type: none"> ▪ A financial progress report (sources and uses) ▪ Monthly reconciliations ▪ Cashflow forecast ▪ Summary of contract commitments ▪ Overview of budget to actual expenditure analysis with variance explanations ▪ Monthly vehicle maintenance and fuel consumption report ▪ Travel and DSA report. <p>The monthly management accounts should be prepared within 10</p>

Type	Period / Frequency of submission
	days of the end of the month and submitted to the Programme Director for review and discussion during management meetings. The purpose of the monthly management accounts is to provide a monitoring tool for management with the purposes of identifying issues and taking corrective action.

13.2 Financial reporting requirements

SNRLP is required to prepare financial reports in line with IPSAS, "Financial Reporting under the Cash Basis of Accounting" (IPSAS Cash). Should SNRLP propose to use a different accounting standard, this should be agreed with IFAD. In all instances, IFAD required Programmes to use internationally accepted accounting standard.

13.3 General principles for the preparation of financial reports

SNRLP shall prepare financial reports with consideration of the following specific principles:

Principal	Guidance
<i>Completeness</i>	<ul style="list-style-type: none"> ▪ The financial reports shall be complete and include the activities of the CPCU and all state offices and present the results of a single entity. ▪ The sources and uses of all categories/components shall be included (including sources received in-kind as per xxx). ▪ The sources and uses from all financiers shall be included, including: <ul style="list-style-type: none"> ○ IFAD grant/loan ○ GEF /LDCF Grant ○ Government Contributions ○ Beneficiary Contributions
<i>Accuracy</i>	<ul style="list-style-type: none"> ▪ Ensure that the various disclosures as outlined in 13.3 are reconcilable as appropriate
<i>Accountability</i>	<ul style="list-style-type: none"> ▪ The financial reports should promote the concept of accountability.

13.4 Minimum prescribed content for interim and annual financial reports

SNRLP are required to prepare financial reports (annual and interim) which includes the following minimum prescribed content (an illustrative financial report is included as 22.9):

Detailed guidance on the preparation of the disclosures as prescribed by IPSAS Cash can be found in the Standard (insert link). SNRLP is required to adopt all reporting requirements as outlined in Part 1 of IPSAS Cash. The Programme is encouraged to adopt Part 2 of IPSAS Cash on a voluntary basis.

Content	Source of requirement	Guidance on preparation of content
<i>Statement of Cash Receipts and Payments</i>	Prescribed by IPSAS Cash	<ul style="list-style-type: none"> ▪ Layout: <ul style="list-style-type: none"> ○ Receipts – Payments = Surplus/Deficit + Opening Cash +/- Exchange rate difference = Closing Cash Balance ▪ The opening and closing cash balance should

Content	Source of requirement	Guidance on preparation of content
		<p>include the balance of the designated account (Euro) and all Programme accounts (SDG)</p> <ul style="list-style-type: none"> ▪ The opening and closing cash balance in the Designated Account is derived by applying the spot rate on the date of translation ▪ Disclose cash receipts using an appropriate classification system (<i>Contributions from external financiers, Contributions from Government, Contributions from Beneficiaries, Cash generated from Programme activities</i>) ▪ Disclose cash payments in line with the categories outlined in Schedule 2 of the IFAD financing agreement ▪ Disclose the exchange rate gain or loss (resulting from the translation of funds in the designated account from Euro to Sudanese Pounds)
<i>Budget to Actual Comparison</i>	Prescribed by IPSAS Cash	<ul style="list-style-type: none"> ▪ Ensure that the Budget period corresponds to the Financial Reporting Period ▪ Derive the budget disclosure from the approved AWPB. Disclose both the original and final approved AWPB. ▪ Calculate the variance between budgeted and actual results for both receipts (sources) and uses (payments) ▪ Provide narrative on the reason for the variances observed.
<i>Accounting policies and explanatory notes</i>	Prescribed by IPSAS Cash	<ul style="list-style-type: none"> ▪ Develop accounting policies with reference to the guidance provided in IPSAS Cash ▪ Disclose the authorisation date ▪ Disclose the basis of presentation ▪ Disclose the presentation currency as SDG
<i>Sources and Uses of Funds Statement</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Programmes	<ul style="list-style-type: none"> ▪ Include both cash and in-kind contributions in the Sources of Funds ▪ Provide disclosure on uses of funds by financier/by category and financier/component
<i>Designated account reconciliation</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Programmes	<ul style="list-style-type: none"> ▪ Prepare reconciliation which provide justification for the IFAD advance. ▪ Explain variances. ▪ The IFAD Loan Disbursement Handbook provides detailed guidance on the preparation of the reconciliation.
<i>Designated</i>	Prescribed by the	<ul style="list-style-type: none"> ▪ Ensure that opening and closing cash balances

Content	Source of requirement	Guidance on preparation of content
<i>account Statement</i>	IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Programmes	<p>presented in this Statement is reconciled with the cash balances used in the Statement of Cash Receipts and Payments.</p> <ul style="list-style-type: none"> Disclose the exchange rate gain/loss separately and ensure that this is reconciled with the Statement of Cash Receipts and Payments. The IFAD Loan Disbursement Handbook provides detailed guidance on the preparation of the reconciliation.
<i>Summary of Withdrawal Applications</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Programmes	<ul style="list-style-type: none"> Ensure that summary information is reconcilable with the IFAD historical transaction statement (to be requested from the IFAD Finance Officer) with regards to the value date of the transaction amount of withdrawal in loan denomination currency. Cross reference amounts included here per WA to amounts included in the Designated Account Statement / Designated Account Reconciliation.
<i>Fixed asset register</i>	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Programmes	<ul style="list-style-type: none"> Include a fixed asset register which lists all Programme assets (<i>including those purchased on behalf of the cooperatives if the Programme retains the title and the assets will be returned to the Programme at Programme closure</i>). Ensure that all fields are included – refer illustration included in 22.9.

In addition to the above disclosures, the Programme is required to maintain and Action Tracker log which is a log of agreed actions. This document should be maintained on an ongoing basis provide together with the financial report (interim or annual). The Action Tracker format is outlined in 22.9. It is required that the Action Tracker include actions which have been agreed on with IFAD during missions or the Auditor during the audit (derived from the management letter). The purpose of the Action Tracker is to keep track of progress regarding agreed on actions.

13.5 Other considerations

The following specific issues should be considered in the preparation of the financial reports:

- Accrual related information should be disclosure in the notes of the financial statements. This includes outstanding advances, which, in terms of the cash basis of accounting, should be expensed when provided. This entails that the advance will be recorded in the relevant categories /components at year-end. *(NB: Best practice is that zero advances are outstanding at the end of the fiscal year – refer xxx).*
- In-kind contributions from Government should be reported in the financial statements in line with the process as outlined in 10.8. Also refer to 22.9 to see the illustrative accounting policy and explanatory notes.

14. Audit matters

14.1 Internal Audit

SNRLP will have a permanent Senior Internal Auditor, based at the CPCU. The Senior Internal Auditor will focus on activities at both the CPCU and SPCU levels. The Senior

Internal Auditor will be based at the CPCU and provide ongoing internal audit support and assist the internal audit firm during their reviews. The Senior Internal Auditor will report directly to the steering committee on a quarterly basis to ensure that independence is maintained.

In addition, the Senior Internal Auditor role will be strengthened by the services of an externally appointed internal audit firm. This firm is expected to perform reviews on a monthly basis, working on a rotational basis among the CPCU and SPCU. The externally appointed internal audit firm provides independent and objective assurance and advisory services which add value to the Programme operations. (refer 22.5 for sample TOR). It assists in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. This is done by:

- Analysing key processes, procedures and operations
- Identifying key controls in each such operation, procedure & process
- Evaluating the adequacy of these controls
- Testing compliance of sample transactions against these controls
- Reporting results of the evaluation of controls and compliance testing of transactions
- Recommending stronger controls wherever necessary
- Suggesting methods to improve compliance with key controls
- Follow up of action taken on recommendations made in previous reports.

14.2 External Audit

14.2.1 Auditing standards

IFAD promotes the use of internationally accepted auditing standards and requires that SNRLP be audited by the National Audit Chamber of Sudan in terms of the International Standards on Auditing (ISA).

14.2.2 Auditor terms of reference

SNRLP is required to agree the [scope of work](#) for the audit with the National Audit Chamber in advance of the commencement of the audit. Once the scope of work has been agreed, SNRLP should submit this to IFAD for no-objection. The IFAD no objection should be obtained before commencement of the audit.

[NB: The auditor terms of reference should specifically include agreed upon procedures related to application of funds by Community Groups. The procedures should focus on whether CGs are using disbursed funds for eligible expenditure in line with approved LIPs. This is a critical risk area as the Programme will place reliance on the financial management related controls implemented by CGs.]

14.2.3 Audit opinion and audit package

The audit report will outline the audit opinion on the audited financial statements. The National Audit Chamber of Sudan is required to issue an audit opinion in accordance with ISA 701/705.

The auditor is expected to submit an audit package that at a minimum includes the audited financial statements, the audit report and the management letter. The management letter is an integral part of the audit package, which documents internal control issues identified by the auditor. The management letter should:

- Outline the auditor's recommendations to address identified internal control issues, and the responses to them on the part of the Programme's management.
- Where applicable, provide follow-up commentary on the issues identified in the previous year's management letter.
- Include any ineligible expenditures identified during the audit be outlined in the management letter.

¹ ISA 700 (Forming an Opinion and Reporting on Financial Statements) provides illustrative audit reports.

14.2.4 Audit reporting period

IFAD generally requires an annual audit of Programme financial statements. However, the frequency of the audit may be changed by IFAD as a function of the Programme's risk profile. In all instances, IFAD will confirm the frequency with which SNRLP's financial statements are to be audited.

The audit reporting period may be amended for the first and/or final audits, in line with the following guidance:

- For the first audit, in cases in which the Programme commences during the financial year, the following procedures will generally apply:
 - When the period between the first disbursement and the end of the financial year is less than six months, IFAD may allow the results for the first financial period to be included in the following financial year's audit; or
 - When the period between the date of the first disbursement and the financial year-end is greater than six months, audited financial statements for the period are always required.
- For the final audit, IFAD may recommend an audit reporting period that is longer or shorter than 12 months, but that in no case may exceed 18 months. This is to ensure that the final audit can be concluded and the audit report submitted to IFAD by the Programme Closing Date.

In such instances, IFAD will discuss and agree on its requirements with the borrower well in advance of commencement of the final audit.

14.2.5 IFAD Audit reviews

IFAD will conduct reviews of SNRLPs' audit reports. The main purpose of the reviews is to determine whether NAC conducted a quality audit resulting in an audit opinion acceptable to IFAD, and to assess the quality of the financial reporting of SNRLP.

IFAD will communicate the results of the audit report review process within sixty days following receipt of the audit package. If required, SNRLP will be requested to take corrective actions within a specified time frame. These actions should be included and monitored in the Action Tracker (illustrated in 22.9).

14.2.6 Public disclosure of audit reports

IFAD will publicly SNRLP's Programme financial statements and audit reports, subject to processes applicable to their publication. In line with the standards of the International Aid Transparency Initiative, SNRLP is encouraged to publish financial information on its own website, for increased accountability. SNRLP must ensure that the audit TORs explicitly mention the right of the SNRLP and of IFAD to publish the audit report, with no limitation-of-use clause.

15. Records Management

15.1 Maintenance of separate accounts and records

In terms of IFAD's General Conditions for Agricultural Finance:

"The Programme Parties shall maintain separate accounts and records in accordance with consistently maintained appropriate accounting practices adequate to reflect the operations, resources and expenditures related to the Programme until the Financing Closing Date..."

In order to comply with the above requirement, SNRLP is required to maintain accounts and records at the CPCU and State Offices. Such accounts and records may include:

Type	Example
------	---------

<i>Electronic information</i>	<ul style="list-style-type: none"> • Data and information maintained within the accounting software • Other documents and files maintained electronically, either on desktops, laptops or removable storage devices
<i>Correspondence</i>	<ul style="list-style-type: none"> • Emails • Hard copy correspondence (letters)
<i>Documents received from external sources</i>	<ul style="list-style-type: none"> • Bank statements • Supplier documentation
<i>Internally generated information</i>	<ul style="list-style-type: none"> • Employee files • Withdrawal applications • Forms

All documents and information are the property of SNRLP and may not be removed.

15.2 Filing and storage of the financial records

SNRL is responsible for filing records (the FINANCIAL MANAGER may appoint the person(s) responsible for the various activities). To fulfil this responsibility:

- SNRLP should maintain files in a chronological order, assigning appropriate codes/sequential numbers;
- SNRLP should perform filing activities on a regular basis to prevent the accumulation of papers and to ensure that the financial records are always maintained in an up-to-date manner.
- SNRLP should allocate an appropriate storage area for the financial records in paper format and maintain them in locked cabinets, safe from water and fire, to which access is controlled and limited.
- SNRLP should also classify the financial records as "Confidential", or "General".

15.3 Off-site archiving of financial records

The Financial Manager should ensure that the financial records are archived at an off-site location on a regularly basis. Once a year, the Financial Manager should make sure that the completed or inactive files are archived in a manner that will allow for easy retrieval of the files in case they are required at some future date.

15.4 Electronic back-up procedures

Back-up of electronic information is an important function to be undertaken under instruction from the Financial Manager. It is required that:

- Daily: Electronic information at each Programme office is backed up on the local server
- Weekly: Electronic information is saved on an external storage device and kept in a locked cabinet at the respective CPCU/State office

Programme staff access to backup files are subject to authorisation by the Programme director or Financial Manager. The access of external persons is prohibited except for the auditors and IFAD staff.

15.5 Retention period

SNRLP is required to retain accounts and records for at least ten (10) years after Financial Close. The Financial Manager should ensure that all documents and records (electronic and paper) are handed over to GoS at financial closure to ensure that records can be maintained for the 10-year period.

16. Fixed Asset Management

Fixed asset management is an important process that seeks to track fixed assets for the purposes of financial accounting and to ensure preventive maintenance, and theft deterrence. Adequate Fixed asset maintenance also increases the sustainability of the Programme. There are three elements in fixed asset management that require the attention of SNRLP Financial Manager:

- Purchase of equipment
- Setting up and maintaining an asset register including verification
- Setting up a plan for disposal and/or handover of the asset once the Programme is completed

16.1 Purchase of Equipment

The SNRLP Programme Accountant should follow the following process for each fixed asset purchased:

- Assign a unique, sequential asset number (excluding minor items such as stationary).
- Tag each item with its unique asset number.
- Record the item of equipment in fixed asset register

16.2 Fixed asset register

The SNRLP Programme Accountant must maintain a fixed asset register in the asset management module of the accounting software. The asset register should record the following information for each individual piece of equipment (refer 22.9 for illustration):

- Asset description
- Asset number
- Individual responsible for asset
- Source of funding of asset (IFAD, government etc),
- Location of the asset
- Date of purchase
- Cost of purchase and invoice number
- Remarks regarding the condition of the asset

The Finance Controller shall ensure that the consolidated fixed asset register is maintained and updated regularly.

Assets purchased for beneficiary use should be included in the fixed asset register if the assets remain under the ownership of the Programme (therefore beneficiaries to return to Programme at Programme closure).

16.3 Asset Verification Review

Under the management of the Financial Manager, SNRLP must conduct an annual asset verification process whereby the following checks are performed:

- Verify that all fixed assets are still held in the location recorded on the register;
- Confirm the completeness and accuracy of the information recorded on the fixed asset register;
- Check that equipment and vehicles are still in a reasonable state of repair and that remarks regarding the condition of the assets are correct as recorded in the fixed asset register;

The verification review must be performed by different staff from those who use the equipment, to ensure adequate segregation of duty. Discrepancies between the verification exercise and the fixed asset register should be investigated. Where assets are missing or seriously damaged, they should be removed from the asset register. The removal should be formally documented and approved by Financial Manager and Programme Director. Moreover, the Financial Manager will undertake random verification of CPCU fixed assets during field visit.

16.4 Vehicle Maintenance and Fuel

Fuel

The drivers are required to record all trips and fuel refills in a [logbook](#) and collect all the supporting documentation (invoices etc.). The vehicle logbook provides control over the use of the cars as well as fuel consumption.

Programme vehicles will be refuelled by drivers before commencement of a long-distance trip. The following process applies at the CPCU and SPCUs:

- The CPCU or SPCU opens an account with the local petrol station and provide a list of approved vehicles which may refuel at the petrol station.
- If required, the driver may refuel the vehicle at the petrol station. The driver retains an invoice for the fuel and logs the relevant information in a logbook.

If a vehicle is refuelled in the field, the relevant Programme employee will use his/or fuel advance to refuel the vehicle. The driver will log the date, amount, volume in the logbook.

Personal use of vehicles

On an exceptional basis, Programme staff may request the use of a Programme vehicle for personal use (e.g. take family to hospital etc.). In such instances the Programme staff will pay the driver directly for his time and reimburse the Programme for fuel expenses (calculated at the rate per kilometre as specified in the staff bylaw). The request for personal use should include a reason for the travel, expected distance and date of travel. The request for personal use must be submitted to the Programme Director for approval and the signed request provided to the Programme Accountant for record keeping purposes. The fuel of cost is calculated by the Programme accountant and deducted from the monthly payroll.

Vehicle insurance

The Financial Manager should ensure that all Programme vehicles are comprehensively covered and that all drivers are noted on the insurance policy. Under no circumstances may uninsured drivers drive the vehicles. The insurance policies should be renewed annually or as stipulated in the policy. The safety of cars is the responsibility of the drivers assigned to the vehicles. Consequently, they must ensure that the vehicles are parked in a secure area when not in use or outside working hours.

Maintenance

The drivers are required to monitor the maintenance of their assigned vehicles. The drivers must notify the xxxx of maintenance needs so that the cars can be serviced on a timely basis. The xxx is required to request the car maintenance, subject to approval by the Programme Director.

The assigned cars must always be taken to the selected garage for repairs and maintenance.

Monitoring of fuel usage

On a monthly basis the administrative assistant will compare all fuel invoices (including customer statement from preferred petrol station) with the relevant logbooks and prepare an analysis of consumption per vehicle. The analysis will consider the purposes of the trips undertaken with the intention of allocating the monthly fuel expense to the correct budget items in the accounting software.

17. IFAD financial management support

17.1 Overview of IFAD support

IFAD's Financial Management Division (FMD) will remain involved with SNRLP from Programme inception (starting at Programme design) to Financial Closure to ensure that SNRLP fiduciary requirements are met.

FMD’s Finance Officer will establish ongoing contact with the Programme, by liaising with the FINANCIAL MANAGER and will be available to provide remote support on financial management matters. In addition, FMD will visit SNRLP during missions to the Programme (represented by either the Finance Officer or an appointed consultant). Mission types include supervision missions, mid-term reviews and implementation support missions. During missions, FMD will assess and monitor the adequacy of SNRLP financial management arrangements such as accounting, budgeting, internal controls, flow of funds, financial reporting and the auditing practices.

If financial management arrangements of SNRLP are deemed acceptable, IFAD will rely on them to provide assurance that the financing proceeds are being used for the intended purposes. In the case that IFAD identifies weaknesses in the financial arrangements, it will require SNRLP to take the appropriate measures to mitigate those risks.

The key findings and recommendations of missions will be captured in the Aid Memoire which is a document which is shared with MoA and includes an overview of issues identified and proposed actions to be undertaken by the CPCU/IFAD to address issues identified.

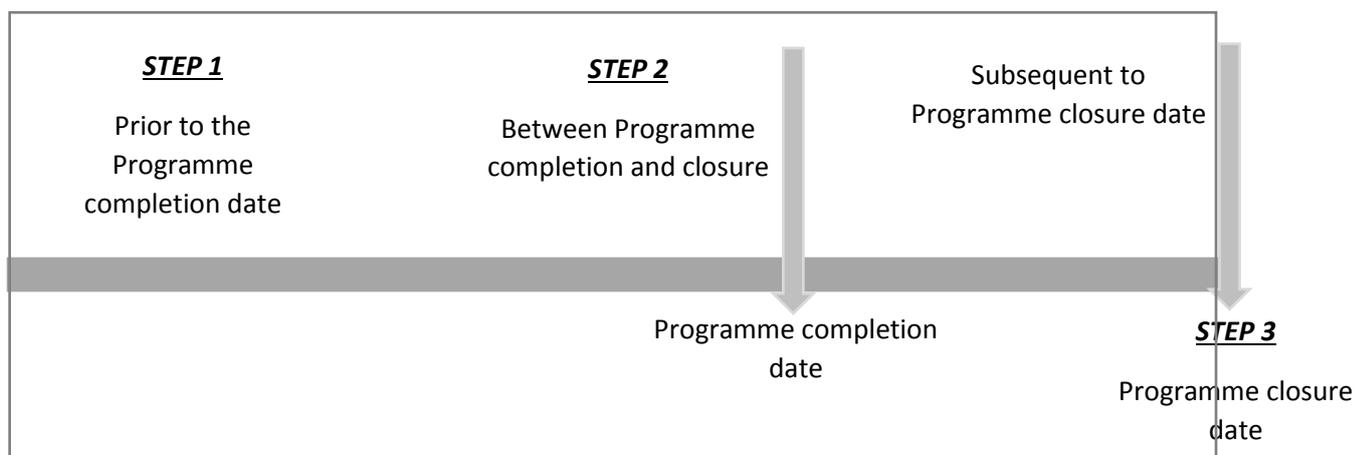
17.2 Roles and responsibilities related to IFAD support
 SNRLP will be required to participate in IFAD missions as follow:

Stage	Programme roles and responsibilities
<i>Before IFAD missions</i>	<ul style="list-style-type: none"> • Prepare Appendix 1 (22.10) and submit to the FO/Consultant in electronic format (Excel Workbook, including formulae) <u>before</u> commencement of the mission – the FO/Consultant will specify the date range to be covered within Appendix 1. • Complete the Financial Management Assessment Questionnaire (FMAQ, refer xxx) and submit to the FO/Consultant in electronic format. • Prepare all other information as requested by FO/Consultant before commencement of the mission (refer 22.2).
<i>During IFAD missions</i>	<ul style="list-style-type: none"> • Provide the FO/Consultant with all information which was requested before the mission. • Arrange meeting with the auditors (internal and external) and any other selected party requested by the mission. • Ensure that all FM staff are available to assist the FO/Consultant in performing their duties which may include: <ul style="list-style-type: none"> ○ Review of financial reports, reconciliations ○ Physical verification of fixed assets and inventory ○ Meeting with the auditor ○ Reviewing and completing the FMAQ • Discuss identified FM weaknesses and risks and assist the FO/Consultant with developing appropriate actions for inclusion in the aide memoire.
<i>After IFAD missions</i>	<ul style="list-style-type: none"> • Respond to any wrap-queries from the FO/Consultant • Commence with implementing all actions which are included in the Aide Memoire • Update the Action Tracker with all actions raised during the missions.

Stage	Programme roles and responsibilities
Ongoing	<ul style="list-style-type: none"> Monitor and update the Action Tracker to ensure all actions are implemented in a timely manner. Liaise with the Financial Manager if required. Respond to ad-hoc queries received from the Financial Manager or other IFAD staff as it related to FM matters.

18. Programme completion and closure

The Programme completion date is defined in the financing agreement and the Programme closure date is 6 months thereafter. The following is relevant to period before Programme completion up to Programme closure:



STAGE 1	STAGE 2	STEP 3
Up to the Programme completion date	Between Programme completion and closure	Programme closure date
<ul style="list-style-type: none"> Submit an advance recovery plan to IFAD, indicating how the advance will be recovered up to Programme closure (in line with financing agreement) (request template for plan from IFAD) Agree on the audit 	<ul style="list-style-type: none"> Commencement of the final audit Auditor performs the final audit in line with scope of work approved by IFAD Incur winding up expenditure only (cost of audit, staff salaries, operating costs, Programme completion 	<ul style="list-style-type: none"> Submit final audit report on or before the Programme closure date Submit Programme completion report on or before the Financial Closure Date (as required in the financing agreement) Confirm the final

STAGE 1	STAGE 2	STEP 3
scope of work with NAC and submit to IFAD for no objection <ul style="list-style-type: none"> ▪ Incur eligible expenditure up to the Programme completion date 	report) <ul style="list-style-type: none"> ▪ Submit final withdrawal application and recover advance via this process ▪ Develop an asset handover and disposal plan (include up to date fixed asset register, indicate condition of all assets and to which entity the assets will be transferred. 	withdrawal application with IFAD <ul style="list-style-type: none"> ▪ Return outstanding advance if applicable (if due and not recovered via recovery process) ▪ Closure of the grant with IFAD

A notice is sent to the Borrower at least six months prior to the PCD to advise that all applications must be submitted before the closing date, and to remind the Borrower that expenditures incurred and commitments made after the PCD will not be honoured, except for authorised expenditures during the "Winding Up Period" (from PCD to Financing Closing Date). This means that goods are delivered, civil works are completed and services are rendered on or before such date.

After the financing closing date, IFAD informs the Borrower of the formal closure of the loan/grant account, provides a history of disbursement transactions and cancels the unused loan/grant balance. A re-amortisation plan should be sent where relevant.

Asset handover plan

The plan should develop report outlining the following for the purposes of handing over Programme assets to the identified beneficiaries:

- The value of all the assets bought under the Programme
- Summary of the current condition of the assets,
- To which entity, will the assets be transferred to and on which date and for what purpose.
- List the assets that will be disposed and the reason for being disposed.

19. Staff loans

Loans to staff are not allowed.

20. Useful links

Document	Link
<i>IFAD financial management e-learning</i>	https://www.ifad.org/elearning_cfs_a/index.html
<i>IFAD anticorruption policy</i>	www.ifad.org/governance/anticorruption/index.htm
<i>How to report any alleged wrongdoing to the Office of Audit and Oversight</i>	http://www.ifad.org/governance/anticorruption/how.htm
<i>Guidelines for internal controls for Public Sector Entities</i>	http://www.issai.org/en_us/site-issai/issai-framework/intosai-gov.htm
<i>IFAD Handbook for Financial Reporting and Auditing of IFAD Funded Programmes</i>	https://www.ifad.org/ar_SA/web/guest/document-detail/asset/39641638
<i>IFAD Loan Disbursement</i>	https://www.ifad.org/web/guest/document-

<i>Handbook</i>	detail/asset/39635782
<i>IFAD Financial Administration Manual</i>	https://www.ifad.org/web/guest/document-detail/asset/39637251
<i>IPSAS Cash Standard</i>	https://www.ifac.org/publications-resources/revised-cash-basis-ipsas
<i>ICP page</i>	https://icp.ifad.org/
<i>ICP support</i>	icpsupport@ifad.org
<i>SNRLP design report</i>	[insert link]
<i>Financial reporting template</i>	[insert link]

21. Annexures

21.1 AWPB Structure and preparation checklist

The PCU is responsible for the development of the Annual Work Plan and Budget (AWPB), generally covering a period of 12 months, which should include the following mandatory sections:

Section	Description
<i>Introduction</i>	<ul style="list-style-type: none"> Provide a brief background Include narrative covering the strategic focus, target group, geographical focus (Programme sites), outreach (with gender disaggregation), Programme components, specific activities to be undertaken and the planned output for each activity.
<i>Risks and mitigation</i>	<ul style="list-style-type: none"> Outline of major risks that could affect adversely the Programme outcomes and mitigating actions taken.
<i>Budget and financing plan</i>	<ul style="list-style-type: none"> Describe the necessary inputs and outputs for each activity, including the expenditures, financing source and expected completion date. The expenditures should be classified per activity and should also be linked to a component, expenditure category as per the financing agreement and a financing source. Each activity should be coupled with tangible outputs or physical targets to facilitate the measurement of Programme progress.
<i>Procurement plan</i>	<ul style="list-style-type: none"> Outline detailed plan outlining procurement activities, include expected cost for each item, procurement method and timeline. <u>The first Procurement plan should cover the first 18 months of the Programme lifecycle while the subsequent procurement plans should cover 12 months of the Programme lifecycle.</u>
<i>Progress and past performance (include in 2nd AWPB onwards)</i>	<p>Outline the following with:</p> <ul style="list-style-type: none"> Summary of the key achievements Problems encountered and how these were resolved Budget execution, comparing actual expenditure per category/component to prior AWPB with an indication of category overspend
<i>Other</i>	<ul style="list-style-type: none"> Training and technical assistance schedule PCU staff development plan Programme staff payroll (including the names, titles, salaries and incentives)

AWPB Check: The checks listed below are designed to improve the quality of the AWPB during the final preparation stage.	Yes	No
Is the AWPB complete and clearly presented? Does it disclose sufficient information?		
Is the AWPB in line with the Programme description and rational (schedule 1) as per the financing agreement and the Programme log-frame? Are all the activities relevant to the Programme?		
Does it contain the necessary summary tables by component and financier and by expenditure category and financier as well as the detailed tables by component?		
Does the implementation schedule seem realistic and does it show appropriate targets and milestones? Are the targets and execution level realistic compared to past years progress?		
Does it contain a separate annex disclosing the details of the Programme payroll?		
Does it contain a separate annex containing outlining the planned trainings?		
In the detailed tables are the expenditures structured by activity and linked to a component, expenditure category and financing source?		
Are the cost categories of the AWPB in line with the Schedule 2 of the IFAD financing agreements and are expenditures within the agreed allocations?		
Is any expenditure category going to be overdrawn during the year? Is a reallocation of IFAD funds needed?		
Do the total (and subtotal) costs add up? Are the inputs (unit cost) and outputs (physical targets) adequately quantified? Is there coherence between the inputs and outputs? And does these represent value for money (i.e. what is the unit costs for per output, e.g. cost per trained farmer)?		
Are the unit cost are realistic and do they reflect market prices?		
Is the AWPB accompanied by a procurement plan? Is the procurement plan consistent with the AWPB.		
Is the format of the AWPB compatible with other financial reports and the accounting software to allow input in the budget module and generation of actual vs budget reports and		
If last audit, does it take into account completion date of the Programme as well as winding up activities such as Programme completion report, final audit as handover/disposal of Programme assets (computers, vehicles etc.),		

21.2 Information checklist – preparing for IFAD missions

It is required that SNRLP prepare the following in anticipation of IFAD missions:

	Information	Guidance
1.	<i>Appendix 1</i>	<ul style="list-style-type: none"> Prepare Appendix 1 in Excel Workbook and include formulae as appropriate.
2.	<i>FMAQ</i>	<ul style="list-style-type: none"> Include comments in the Financial Management Assessment Questionnaire (with exception of the summary section).
3.	<i>Withdrawal applications/ SOEs</i>	<ul style="list-style-type: none"> Make hardcopy files of all recent withdrawal applications/statement of expenditures available (at least covering 12 months prior to the missions). Upon request, provide supporting documentation for a selection of expenditures. Provide a summary of pending withdrawal applications / SOEs for review.
4.	<i>Bank and petty cash reconciliations</i>	<ul style="list-style-type: none"> Make hardcopy files of most recent bank and petty cash reconciliations available. Include copies of relevant bank statements. Ensure that IFAD designated account reconciliations are prepared in the correct format as outlined in the IFAD Loan Disbursement Handbook
5.	<i>Financial reports</i>	<ul style="list-style-type: none"> Provide most recent financial reports (as at end of most recent completed month), which include summary information (including all sources and uses of funds). Provide most recent interim financial report (format illustrated in 22.9) Provide copy of most recent audited financial statement.
6.	<i>Fixed asset register</i>	<ul style="list-style-type: none"> Provide updated fixed asset register in Excel Workbook format (export from accounting software).
7.	<i>Manuals and procedures</i>	<ul style="list-style-type: none"> Provide an electronic of the most recent version of the Financial Manual (to which IFAD provide a no objection). Provide a copy of the accounting software manual.
8.	<i>Contract register and monitoring forms</i>	<ul style="list-style-type: none"> Make available the update Contract Register and Contract Monitoring Forms (export from Accounting software).
9.	<i>Action tracker</i>	<ul style="list-style-type: none"> Update the action tracker with progress to date.
10.	<i>AWPB/Procurement Plan</i>	<ul style="list-style-type: none"> Make available electronic copies of the AWPB and Procurement Plan (provide in Excel Workbook format).
11.	<i>Advances</i>	<ul style="list-style-type: none"> Make available a summary of outstanding advances with supporting documentation.

21.3 Terms of reference: Financial Manager

Post title:	Financial Manager
Name of Programme:	Sustainable Natural Resources and Livelihoods Programme
Duration:	One-year renewable
Duty station:	insert
Type of contract:	short term
Closing date:	insert

Background

[INSERT]

Job Description

- The Financial Manager is responsible for the financial and administrative management of the programme including Accounting, Budgeting, Financial Reporting, Internal Controls, Auditing Arrangements, Flow of Funds and the efficient management of programme resources in accordance with the requirements of IFAD. He/she will report directly to the Programme Director and will work in close collaboration with his or her counterparts at CPCU and the SPCUs.
- Operating within a computerized environment, the Financial Manager will perform the following duties:
 - Develop behavioural ways of working within the finance team that promotes value addition, continuous professional improvement and a culture of cost effectiveness by all managers.
 - Take a leading role, with Programme Director and SPCU's responsible team on financial aspects of Annual Work Plan and Budgets (AWBPs) preparation and consolidation.
 - Ensure timely uploading of the CPCU and SPCUs budgets to the accounting system.
 - Master IFAD key documents such as, the disbursement handbook, procurement guidelines and handbook, IFAD guidelines for Programme audits, the Financing Agreement (FA) and the Letter to the Recipient(LTR).
 - Work closely with the accounting system developer on customizing and maintaining an efficient accounting system and reliable internal control procedures and guidelines for financial reporting and recordkeeping.
 - Ensure compliance with all legal and statutory reporting requirement in country.
 - Ensure that administrative and financial directives and guidelines are reflected in all programme financial activities.
 - Ensure that all financial accounts are managed with respect to disbursement and replenishment in accordance with the approved procedures stipulated by the financiers.
 - Responsible for the preparation, review and monitoring of programme budgets including financing plan, procurement plan (together with the Procurement Officer), and staff development plan (together with the training focal point).
 - Take prompt and definite action on non-compliance with procedure and practices. Verify all withdrawal applications for submission to IFAD, and ensure the availability of funds for all planned activities. Manage the Programmes bank accounts, approve and co-sign all payments.
 - Apply for and manage Federal counterpart funds.

- Prepare and provide annual financial reports which are compliant with the IFAD Handbook For Financial Reporting and Auditing of IFAD-Financed Programmes and the Programme's Financial Manual.
- Prepare financial reports, including monthly funds reconciliation, and monthly, quarterly, semi-annual and annual expenditure statements; Prepare and analyse monthly financial reports for the Programme Coordinator indicating financial performance of the Programme compared with the annual work plan and budget.
- Coordinate between different Ministries at the Central and State level.
- Act as focal point for all related SNRLP's financial correspondances.
- Share IFAD ToR with National Audit Office to ensure that timely audit of the CPCU and all SPCUs are conducted.
- Develop and maintain a system of financial control over all expenditure incurred by the Programme including SPCUs and implementing partners.
- Monitor the level of advances/funds to SPCUs to ensure both that there are sufficient funds to implement the programme activities and that the level of advances/fund are adequate and there are no idle funds.
- Monitor compliance with the Financing Agreements for the IFAD grant/loan.
- Monitor compliance with the Letter to the Recipient.
- Approve all reconciliations including bank and advance reconciliations.
- Responsible for developing and managing an effective and performance based human resources management system.
- Supervise and coordinate the work of staff placed under his/her direct authority as well as supervising the work of the financial management staff in the SPCUs.
- Review and regularly update the Financial Manual of the Programme.
- Develop and update together with the Accountant the Accounting manual of the implementation across SNRLP.
- Responsible for the organization and supervision of the CPCU office, assets, logistics, and all administrative matters.
- Coordinate and supervise audit arrangements in all States and Programme locations.
- Responsible for the implementation of internal and external audit and supervision mission recommendations.
- Ensure good working relationships with other departments to enable smooth implementation of financial procedures.
- Undertake any other activities assigned by the Programme Director.

Qualifications and Experience

- ✓ An acceptable accounting and finance qualification (BSc, ACCA or last stage of AAT). A Master's Degree is preferable.
- ✓ A minimum of 15 years professional experience with at least 10 years experience in financial management preferably in management position.
- ✓ Experience on donor financed Programmes is preferable.
- ✓ The candidate would be expected to have a thorough understanding of accounting practices, finance and investment. Familiarity and experience in use of accounting software is a must.
- ✓ Candidates with previous experience in rural development Programmes in Sudan and aptitude for working in the rural area will be given preference.
- ✓ Good command of Arabic and English, both oral and written.
- ✓ Prior experience working with donor-funded Programmes as well as experience with government of Sudan regulations and procedures.
- ✓ Good knowledge of Microsoft Office.

- ✓ The ability to lead and to work as part of a team.
- ✓ Good communication skills.
- ✓ Ability to work with multi stakeholders, including government, private sector companies, civil society organizations, and community.
- ✓ Professional and personal endurance and commitment to complete complex assignments efficiently and effectively in a high demanding working environment.

The initial contract will be for one year with six-month probation, period, renewable every year on continued satisfactory performance.

21.4 Terms of reference: Senior Central Programme Accountant

Post title:	Senior Central Programme Accountant
Name of Programme:	Sustainable Natural Resources and Livelihoods Programme
Duration:	One-year renewable
Duty station:	insert
Type of contract:	short term
Closing date:	insert

Background

[INSERT]

Job Description

- Assist the Financial Manager with overall financial management activities of the Programme.
- Support preparation of Annual Work Plan & Budget (AWPB) for each state and consolidation.
- Manage the Programme bank accounts at CPCU level and provide oversight of the operating accounts at the SPCUs level;
- Review and provide professional feedback on SPCUs monthly accounts;
- Work alongside the Financial Manager to ensure timely and accurate submission of withdrawal applications to IFAD;
- Assist the Financial Manager in Preparation and submission of all financial statements, budgets, financial Programmeions, cash flow forecasts and all other Programmes reports as requested by the Programme, IFAD and the Ministry of Finance , at the federal and the state levels;
- Prepare specific budgetary documentation, according to the Sudanese legislation, issue payment vouchers and obtain the necessary approvals for finalizing payments to the suppliers/contractors;
- Facilitate timely transfer of advances/funds to SDG accounts at each State based on a monthly forecast;
- Operate and maintain the financial management software system related to accounting and financial management by ensuring that all financial transactions are entered into the system; accurately on daily basis;
- Ensure that all CPCU's financial transactions (hard and sot copies) are filled properly and on daily basis and easily accessible;
- Monitor actual expenditure and disbursements against allocations for each category;
- Review and validate Payment Vouchers against approved AWPB and supporting documents;
- Ensure smooth and timely transfer of approved payments for eligible expenditure to Contractors in compliance with FM Manual and Legal Agreement.
- Maintain the master contract register for all contracts issued at central and state levels.
- Maintain and update the fixed assets register for the entire programme;
- Maintain and update advance registers and ensure timely clearances;
- Complete data entry for CPCU incurred expenditures in the accounting software with appropriate allocations to the different financing sources.
- Prepare monthly salaries for programme staff and other statutory deductions;

- Prepare on monthly basis the consolidated bank reconciliation, including reconciliation of CPCU transactions, on receipt of SPCU reconciliations and bank statements;
- Apply accounting standards and policies consistently;
- Ensure that daily upload of SPCU accounts are performed from the SPCU accounting database;
- Follow up and maintain an up to date records on in-kind contributions;
- Occasional field visit to States and communities for overall oversight;
- Cover for SPCUs Accountants and deputize for Financial Manager during their leave and as required;
- Assist the Financial Manager in preparation of the Accounting Manual of the programme;
- Perform other duties, of financial nature which pertains to the implementation of the programme, as may be requested by the Programme Director and Financial Manager.

Qualifications and Experience

- ✓ An acceptable accounting and finance qualification (BSc, ACCA or last stage of AAT).
- ✓ A minimum of 10 years professional experience with at least 5 years experience in accounting and financial management.
- ✓ The candidate would be expected to have a thorough understanding of accounting practices, finance and investment. Familiarity and experience in use of accounting software is a must.
- ✓ Good command of Arabic and English, both oral and written
- ✓ Prior experience working with donor-funded Programmes as well as experience with government of Sudan regulations and procedures.
- ✓ Good knowledge of Microsoft Officer
- ✓ Ability to work in team and multi-tasking.
- ✓ Good communication skills.
- ✓ Ability to work with multi stakeholders, including government, private sector companies, civil society organizations, and community.
- ✓ Professional and personal endurance and commitment to complete complex assignments efficiently and effectively in a high demanding working environment.

The initial contract will be for one year with six-month probation, period, renewable every year on continued satisfactory performance.

21.5 Terms of reference: Regional Programme Accountant

Post title:	Regional Programme Accountant
Name of Programme:	Sustainable Natural Resources and Livelihoods Programme
Duration:	One-year renewable
Duty station:	insert
Type of contract:	short term
Closing date:	insert

Background

[INSERT]

Job Description

- Support the Financial Manager (CPCU) with financial management activities of allocated cluster of states (3 states as allocated by the Financial Manager)
- Support preparation of Annual Work Plan & Budget (AWPB) for each allocated state and consolidation.
- Assist the Programme Accountants at SPCU level with performance of financial management activities, including:
 - Review and provide professional feedback on SPCUs monthly accounts;
 - Assist the Programme Accountant at SPCU level in preparation and submission of all budgets, financial Programmeions, cash flow forecasts and all other Programmes reports as requested by the CPCU.
 - Prepare specific budgetary documentation, according to the Sudanese legislation, issue payment vouchers and obtain the necessary approvals for finalizing payments to the suppliers/contractors;
 - Facilitate timely transfer of advances/funds to SDG accounts at each State based on a monthly forecast;
 - Operate and maintain the financial management software system related to accounting and financial management by ensuring that all financial transactions are entered into the system; accurately on daily basis;
 - Ensure that all CPCU's financial transactions (hard and soft copies) are filled properly and on daily basis and easily accessible;
 - Monitor actual expenditure and disbursements against allocations for each category;
 - Review and validate Payment Vouchers against approved AWPB and supporting documents;
 - Ensure smooth and timely transfer of approved payments for eligible expenditure to Contractors in compliance with FM Manual and Legal Agreement.
 - Maintain the master contract register for all contracts issued at central and state levels.
 - Maintain and update the fixed assets register for the entire programme;
 - Maintain and update advance registers and ensure timely clearances;
 - Complete data entry for CPCU incurred expenditures in the accounting software with appropriate allocations to the different financing sources.
 - Prepare monthly salaries for programme staff and other statutory deductions;
 - Apply accounting standards and policies consistently;
 - Ensure that daily upload of SPCU accounts are performed from the SPCU accounting database;

- Follow up and maintain an up to date records on in-kind contributions;
- Occasional field visit to States and communities for overall oversight;
- Cover for SPCUs Programme Accountants during their leave and as required;
- Perform other duties, of financial nature which pertains to the implementation of the programme, as may be requested by the Programme Director and Senior Programme Accountant and Financial Manager.

Qualifications and Experience

- ✓ An acceptable accounting and finance qualification (BSc, ACCA or last stage of AAT).
- ✓ A minimum of 10 years professional experience with at least 5 years experience in accounting and financial management.
- ✓ The candidate would be expected to have a thorough understanding of accounting practices, finance and investment. Familiarity and experience in use of accounting software is a must.
- ✓ Good command of Arabic and English, both oral and written
- ✓ Prior experience working with donor-funded Programmes as well as experience with government of Sudan regulations and procedures.
- ✓ Good knowledge of Microsoft Officer
- ✓ Ability to work in team and multi-tasking.
- ✓ Good communication skills.
- ✓ Ability to work with multi stakeholders, including government, private sector companies, civil society organizations, and community.
- ✓ Professional and personal endurance and commitment to complete complex assignments efficiently and effectively in a high demanding working environment.

The initial contract will be for one year with six-month probation, period, renewable every year on continued satisfactory performance.

21.6 Terms of reference: State Accounts Officer

Post title:	State Accounts Officer (also adaptable for Central Programme Accountant)
Name of Programme:	Sustainable Natural Resources and Livelihoods Programme
Duration:	One-year renewable
Duty station:	insert
Type of contract:	short term
Closing date:	insert

Background

[INSERT]

Job Description

- Support preparation of Annual Work Plan & Budget (AWPB) at state level.
- Manage the Programme bank accounts at SPCU level,
- Review and provide professional feedback on SPCUs monthly accounts;
- Prepare and submit of all state-level budgets, financial Programmeions, cash flow forecasts and all other Programmes reports as requested by the CPCU;
- Prepare specific budgetary documentation, according to the Sudanese legislation, issue payment vouchers and obtain the necessary approvals for finalizing payments to the suppliers/contractors;
- Facilitate timely transfer of advances/funds to SDG accounts at each State based on a monthly forecast;
- Operate and maintain the financial management software system related to accounting and financial management by ensuring that all financial transactions are entered into the system; accurately on daily basis;
- Ensure that all SPCU's financial transactions (hard and soft copies) are filled properly and on daily basis and easily accessible;
- Monitor actual expenditure and disbursements against allocations for each category;
- Review and validate Payment Vouchers against approved AWPB and supporting documents;
- Ensure smooth and timely transfer of approved payments for eligible expenditure to Contractors in compliance with FM Manual and Legal Agreement.
- Maintain the master contract register for all contracts issued at state level;
- Maintain and update the fixed assets register for the state
- Maintain and update advance registers and ensure timely clearances;
- Prepare monthly salaries for state programme staff and other statutory deductions;
- Prepare on monthly basis the bank reconciliation;
- Apply accounting standards and policies consistently;
- Follow up and maintain an up to date records on in-kind contributions;
- Occasional field visit to communities for overall oversight;
- Perform other duties, of financial nature which pertains to the implementation of the programme, as may be requested by the Regional Programme Accountant or Senior Programme Accountant.

Qualifications and Experience

- ✓ An acceptable accounting and finance qualification (BSc, ACCA or last stage of AAT).

- ✓ A minimum of 7 years professional experience with at least 4 years experience in accounting and financial management.
- ✓ The candidate would be expected to have a thorough understanding of accounting practices, finance and investment. Familiarity and experience in use of accounting software is a must.
- ✓ Good command of Arabic and English, both oral and written
- ✓ Prior experience working with donor-funded Programmes as well as experience with government of Sudan regulations and procedures.
- ✓ Good knowledge of Microsoft Officer
- ✓ Ability to work in team and multi-tasking.
- ✓ Good communication skills.
- ✓ Ability to work with multi stakeholders, including government, private sector companies, civil society organizations, and community.
- ✓ Professional and personal endurance and commitment to complete complex assignments efficiently and effectively in a high demanding working environment.

The initial contract will be for one year with six-month probation, period, renewable every year on continued satisfactory performance.

21.7 Terms of reference: Senior Internal Auditor

Post Title	Senior Internal Auditor- Firm
Programme	Sustainable Natural Resources and Livelihoods Programme
Duty Station	[insert]
Duration	12 months (10 working days per month)
Starting Date	[insert]
Languages required	English and Arabic

1. Background:

[INSERT]

2. Reporting System:

The objective of the Senior Internal Auditor firm is to add value and improve the Programme's operations and assist Programme's Board of Directors and management by independently reviewing all activities, processes and systems with particular regard to risk and control aspects and bringing a systematic and disciplined approach to the effectiveness of risk management, control, and governance processes.

The successful firm will possess a thorough knowledge of internal auditing procedures, accounting procedures and have sound judgment on risk identification and management.

The firm will produce a monthly internal audit report presented to the Programme Director of the Programme.

Internal Audit firm shall monitor the appropriate follow-up on audit findings and recommendations. All significant findings will remain in an open issues file until cleared.

3. Independence:

The internal audit firm reports to the Board, who appoints and terminates the firm upon recommendation of the Board and Donors. The firm will work under the overall supervision of the Programme's Board of Directors.

All internal audit activities shall remain free of influence by any element in the organisation, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of an independent and objective mental attitude necessary in performing the function.

Internal Audit shall have no direct operational responsibility or authority over any of the activities it reviews. Accordingly, it shall not develop nor install systems or procedures, prepare records, or engage in any other activity which would normally be considered management or staff's responsibility.

4. Authority and confidentiality:

Authority is granted for full and unrestricted access to all THE PROGRAMME records, physical properties, and staff relevant to any area under review. All employees are requested to assist the internal audit in fulfilling its function.

Documents and information obtained by the Senior Internal Auditor will be handled in the same prudent and confidential manner as by those employees normally accountable for them.

5. Duties and Responsibilities:

Within the framework, as described above, the internal audit firm will carry out the following tasks:

- Conduct a post-audit procedure on each division within THE PROGRAMME, with respect to their functions and activities within THE PROGRAMME. Make recommendations on possible improvements of the procedures to enhance THE PROGRAMME's control mechanisms, financial performance and produce quality reports for senior management and Board of Directors, to enhance decision making, on monthly basis.
- Audit all contracts signed between THE PROGRAMME with service providers, suppliers, and contractors to verify that (i) compliance with terms and conditions of grant / loan agreements and procurement regulations and donor guidelines; and (ii) the contract is in line with best practice with respect to compliance with terms of reference, request for proposal, tender documents etc.
- Develop professional and constructive working relationships with key managers and be able to challenge when necessary.
- Provide support to Economic Opportunities Fund risk management processes as well as provide advice, guidance and support on risk and control issues to staff at different levels of the Fund.
- Lead development of specific innovative ways of working and new ideas for reviewing risk and control issues.
- Assess risk and control related policies and procedures, provide input to updates in existing procedural documents with respect to controls as necessary
- Apply internal audit procedures to audit the financial statements, accounting records and other financial and non-financial registries applying accepted internal audit standards.
- Undertake special assignments and investigations and in particular undertake more complex and high-level audit investigations under advisement of the Board.
- Reviewing the means of safeguarding assets and, as appropriate, verifying their existence.
- Reviewing and appraising the economy and efficiency with which resources are employed.
- Reviewing operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned, including verify the adherence of THE PROGRAMME staff to AWPBs, policies, plans, procedures, laws, and fund regulations that are influential on Fund works as well as donors accounting procedures.
- Asses the efficiency, effectiveness and economy of the usage of resources and reports of any deviations in case they are existed.
- Reviewing the adequacy, implementation and operation of donors' transparency and accountability policies and of other anti-corruption, fraud and related misuse policies and procedures.

6. Audit Planning:

- Internal Audit firm shall regularly submit to the Board an up-to-date summary of the audit work schedule.
- The audit work schedule is developed based on a prioritisation of the audit universe using a risk-based methodology. Any significant deviation from the formally approved work schedule shall be communicated to the Board through periodic activity reports.

7. Qualifications:

- Member of recognized professional international Accountancy/ Audit body
- Proven relevant working experience in Internal Audit.

- Full Working knowledge of English, including excellent drafting and presentation skills.
- Excellent computer skills, including full working knowledge of standard word processing, spreadsheets and presentation packages.
- The firm shall govern themselves by adherence to The Institute of Senior Internal Auditors' Code of Ethics. The Institute's International Standards for the Professional Practice of Internal Auditing shall be adhered to by the firm. The Institute of Senior Internal Auditors' Practice Advisories will be adhered to as applicable.

8. Competencies:

- Proven experience of risk management frameworks and approaches.
- Experience of operational auditing & risk based approach to review.
- Excellent negotiating and high level influencing skills and the ability to challenge at a senior level when necessary.
- Ability to work in challenging environments.
- Ability to work and deliver to tight deadlines.
- Logical and systematic in analytical thinking.
- Facilitation and presentational skills.

21.8 Supporting documentation for withdrawal applications

As specified in chapter 3 of the IFAD Loan disbursement handbook, the following supporting documentation is required:

Type of payment	Supporting documentation
<i>All types of payments</i>	<ul style="list-style-type: none"> ▪ The signed contract or confirmed purchase order (Showing the specified amount that is due paid. If this has been sent earlier to the fund a reference to the accompanying letter or document should be given in a footnote to the relevant Application summary Sheet – form 100) ▪ The bank guarantee for advance payment, as specified in the contract documents ▪ The bank guarantee for performance, as specified in the contract documents ▪ Copies of communications sent by the IFAD country programme manager to the lead Programme agency (LPA) providing the IFAD’s no objection (post or Prior) to the contract award, and ▪ Evidence of payment.
<i>Payment of goods</i>	<ul style="list-style-type: none"> ▪ Supplier’s invoice duly certified for payment by the Programme director – specifying the goods, their quantities and prices ▪ Bills of lading or similar documents; and ▪ As appropriate, the certificate of delivery (to include condition of goods to delivery).
<i>Payments for services (including consultants)</i>	<ul style="list-style-type: none"> ▪ The supplier or consultant claim, duly certified for payment by the Programme director and showing sufficient detail. If such Services relate to the importation of goods (for example, freight and insurance payments), adequate reference should be given to enable IFAD to relate each of these items to specific goods whose cost has been or is to be financed by the financing closing date; and ▪ As appropriate, a certificate of delivery of satisfactory services
<i>Progress and retention payments of civil works</i>	<ul style="list-style-type: none"> ▪ the claim if the contractor, including a financial progress report, stating the work performed and the amount due; ▪ A certificate-signed by the Programme consultants or owner’s representative, if any, or by the borrower’s chief engineering officer or resident supervising engineer assigned to the Programme, to the effect that the work performed is satisfactory and the payment claimed is due in accordance with the terms of the contract, and ▪ A copy of the contract payment monitoring form signed in original by the certifying officer.

21.9 Terms of reference: External Auditor

1. Background

- The International Fund for Agricultural Development (IFAD) is aiding the borrower/recipient in the form of loan(s) [and/or grant(s)].
- A financing [and /or grant] agreement or agreements has/have been signed between IFAD and the borrower/[recipient]; refer to appendix 1.
- [Insert for private auditor]: IFAD requires the borrower/recipient to appoint an independent auditor to audit the accounts related to the Programme, in accordance with the IFAD Handbook on Financial Reporting and Auditing.
- The reporting entity is [xxx].
- The entity prepares its financial statements in accordance with [applicable accounting standard].
- The auditor conducts its audit in terms of [applicable auditing standard].
- [Insert any other information that may be relevant to the auditor].

2. Objective

The objective of this audit is to enable the auditor to express an opinion on whether the financial statements (including additional disclosures as outlined in section 5) present fairly, in all material respects, the financial position of the reporting entity as at [insert year-end date], and/or the results of its operations and its cash flows for the years then ended, in conformity with the [applicable accounting standards].

3. Responsibilities of the borrower/[recipient]

i. General

- Provide financial statements for the activities financed by the loan/[grant] that are reconcilable to its records and accounts.
- Provide the auditor with access to all legal documents and correspondence with consultants, contractors and other persons or firms engaged by the Programme, and any other information associated with the Programme and deemed necessary by the auditor.
- Ensure that the accounting policies are consistently applied and disclosed.
- Ensure that appropriate internal controls are implemented to prevent misstatements and susceptibility to fraud.
- Ensure compliance with all relevant laws and regulations that pertain to the entity, as well as with the financing agreement between the borrower/[recipient] and IFAD.
- Provide the financial statements to the auditor within a reasonable time and be available for any queries that the auditor may have.

ii. Financial statements

The borrower/[recipient] shall:

- Prepare financial statements covering the reporting period [date] to [date], in accordance with [IPSAS/IPSAS "Financial Reporting under the Cash Basis of Accounting" standards]. In addition, the following specific disclosures will be included in the financial statements:
 - Withdrawal application summary – appendix 1 to the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Programmes;
 - Sources and uses of funds statement – appendix 2 to the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Programmes;

- Designated Account statement and reconciliation – appendix 3 to the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Programmes;
- [Statement of Expenditure – appendix 5 to the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Programmes] – application to grants;
- [Expenditure transaction list - appendix 6 to the IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Programmes] – applicable to grants.

4. Responsibilities of the auditor

i. Auditing standards

- The auditor is responsible for the formulation of an opinion on the financial statements in accordance with [ISA/ISSAI/national auditing standards];

ii. General principles

By agreeing to these terms, the auditor confirms that:

- The firm is independent from the Programme, its staff and activities, in accordance with international best practices.
- The firm is not providing consultancy services to the Programme or preparing its Programme financial statements (nor has it done so in the previous two years).
- The auditor is suitably qualified and a member of a professional body affiliated with the International Federation of Accountants.
- [The office of [public auditor] is a member of the International Organization of Supreme Audit Institutions (INTOSAI).]
- The auditor is able to conduct the audit in line with auditing standards acceptable to IFAD, pursuant to paragraph 4.1.
- The firm can assign an audit team to the audit that has the necessary competence and skills.
- The firm has a proven track record in conducting audits of a similar nature and complexity.

iii. Management letter

The management letter is an integral part of the audit package that documents accounting and internal control issues identified by the auditors. The management letter should:

- Outline the auditor's recommendations to improve identified accounting and internal control issues;
- Include the responses of Programme management to the identified control issues, and its proposal to address the issues identified within a specific time period.
- Where applicable, follow up on the issues identified in the previous year's management letter.

iv. Reporting

The Auditor is required to deliver an audit package that includes:

- The audited financial statements, including additional disclosures as outlined in paragraph 3.2;
- An audit opinion on the financial statements, within the scope as outlined in paragraph 5;
- [A report on factual findings, within the scope of agreed-upon procedures as outlined in paragraph 6.] Any ineligible expenditure identified should be clearly mentioned.

- A management letter, including the information outlined in paragraph 4.3;

The audit report should provide sufficient detail as to the nature and extent of the procedures performed by the auditor. The auditor is required to provide the audit package by no later than [insert date]. Reports are to be delivered in English.

5. Scope of the financial audit

In performing the audit, at a minimum the auditor shall:

- Obtain an understanding of the internal controls related to the financial reporting process, to identify and assess any weakness in internal control that might result in misstatements, whether due to fraud or to error;
- Design and conduct audit procedures in response to any weaknesses identified in the internal controls relating to the financial reporting process, to obtain audit evidence that the financial statements are fairly presented and free from material misstatements, in accordance with the applicable accounting framework;
- Verify whether expenditure that was incurred in the name of the Programme is in line with the terms of the financing agreement(s) (appendix xx) and incurred for the purposes intended in this agreement. Both IFAD and third party funding should be taken into consideration;
- Verify that the inventory and fixed assets held by the entity exist, are complete, are properly accounted and are used for the Programme purposes;
- Note any weaknesses in the internal control environment and in the financial reporting process, and communicate those in the management letter.
- [List others].

6. Scope of the agreed-upon procedures

The auditor is required to perform the following specific procedures and report on factual findings as outlined:

Designated account statement(s) (page xxx)

- Confirm/agree that opening and closing bank balances (in Euro and SDG) disclosed on the designated account statement(s) agree to the bank account statement and that such balances reconcile with disclosures in the notes the financial statements.
- Recalculate the closing balance of the designated account statement (in Euro and SDG).
- Confirm/agree that the euro denominated amounts disclosed have been accounted for in SDG at the historical exchange rate, in line with the procedure as outlined in the IFAD Financial Administration Manual (available on IFAD website).
- Recalculate the foreign exchange gain / loss as included in the designated account statement and agree to the amount disclosed in the Statement of Cash Receipts and Payments.
- Agree replenishments / transfers and direct payments to the bank account statement and IFAD historical transaction information.
- Confirm amounts disclosed for withdrawal applications agree to the information disclosed on the withdrawal application summary.

Designated account reconciliation(s) (page xxx)

- Confirm the accuracy of the reconciliation.
- Confirm that the designated account has been managed in line with the provisions of the financing agreement / Letter to the Borrower (Recipient).
- If applicable, review and determine the reasonability of the explanation for variance as disclosed on the designated account reconciliation.
- Agree disclosed amounts to supporting documentation (bank statements / IFAD historical financial information).

Withdrawal application summary

- Determine whether goods and services have been purchased through the SOE mechanism in line with the stipulated SOE threshold.
- Determine whether the expenditures claimed through SOE procedures were properly and appropriately authorized, classified and supported by audit documentation.
- Select a sample of withdrawal applications and confirm the accuracy of the disclosures to the underlying documentation submitted to IFAD.
- Test a sample of project expenditure transactions from the withdrawal applications and confirming eligibility of expenditure / adequacy of supporting documentation. Summarise all ineligible expenditures identified in the conclusions section.

Fixed asset register (page xxx)

- Select a sample of fixed assets from the fixed asset register and confirm the accuracy and completeness of the information included in the fixed asset register.
- Select a sample of project assets from the floor and confirm that the asset is accurately recorded in the fixed asset register.

Community Group expenditure (Livelihood Investment Programmes)

- Select a sample of grants made to Community Groups (both matching grants / revolving funds)
- Design and perform procedures to confirm whether CG expenditure is made in line with approved LIPs and for eligible expenditure as defined in the financing agreement.

Other

- Confirm the degree of compliance with the recipient's procurement policy and identify non-compliance.

7. Public disclosure

IFAD promotes public disclosure of Programme financial information to enhance the level of transparency and accountability. IFAD will disclose Programme audit reports, as appropriate, in line with the Fund's disclosure policy. Management Letters issued by auditors are not subject to public disclosure by IFAD. In agreeing to the terms of reference, the auditor explicitly acknowledges IFAD's right to publicly disclose audit reports (audited financial statements and audit opinion) and will issue reports without a limitation of use clause.

To facilitate the public disclosure process, the auditor is requested to submit two separate files as follows:

- Audited financial statements and audit opinion; and
- Management Letter.

8. Appendices [list as applicable]

Appendix: Financing/grant agreement(s)

Appendix: Letter to the Borrower

Appendix: IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Programmes

Signed by:
Authorized representative of the auditor
Date:

21.10 Terms of reference: Accounting software

Background

[INSERT]

In order to comply with IFAD's reporting requirements the Programme will need to procure an Accounting Software to be used by the Programme Coordination Unit (PCU) and 9 State Implementation Units (SPCUs) for the following purposes:

- to collect, analyze, store, and disseminate information that is useful for decision making
- to provide transparency and accountability of the Programme activities,
- to provide timely reports, help detect errors and deficits during Programme implementation and indicate necessary corrections, and
- to prepare and present progress reports to the PCU and Programme financiers and stakeholder

Specifications of the Software

General features

The Accounting software should be configured as a modular solution and the different modules should be suitably integrated, the following are the basic modules:

1. Chart of Account
2. Accounting
3. Financial Reporting
4. Budget
5. Assets
6. Withdrawal Application
7. Contract Management and integrating other modules.
8. Payroll sub-system
9. Purchases sub-system classifying the levels of the Chart of Accounts into six level collectively, partially and individually when necessary;
 - Type (Component – Location – Sub-component-Category-Sub-category-Activities)
 - General Ledger Account
 - Subsidiary Ledger Accounts
 - Subsidiary -1 Accounts, to end up with auxiliary accounts.
10. Handling all the financial transactions of the Programme according to the chart of account, that is used to:
 - Capture the financial data under the appropriate headings
 - Classify and group financial data for the various financial reports.
11. The structure of the Chart of Accounts caters for data to be captured by:
 - the Programme components and sub-components
 - expenditure items under each component and sub-component
 - The IFAD disbursement category for the Programme
 - Sources of funding
12. All vouchers used in the system are based on double entries.
13. Ability to account under different bases of accounting (cash basis, modified cash basis, accrual basis).
14. Using adjusting entry when needed to reverse and correct entries
15. Handling the definition of various currencies used by the system
16. Holding multi – donor's information,
17. Recording the daily currency rates for all the predefined currencies, if reports can be demanded by SDG (Sudan local currency)
18. Recording the Grant number and source of fund.
19. Capacity to customize reports by e.g. exporting data to excel, word or PDF formats.

Financial reporting

20. Produce the periodic Financial Reports as requested by IFAD:
 - Statement of Cash Receipts and Payments per Programme components showing quarterly, yearly and cumulative balances for the period and cumulative;
 - Statement of Cash Receipts and Payments per Programme categories showing quarterly, yearly and cumulative balances for the period and cumulative;
 - Statement of Designated Account reconciling period-opening and end balances;
 - Statement of Programme commitments, i.e., the unpaid balances under the Programme's signed contracts;
 - Statement of fixed assets,
 - Statement of Cash Payments using Statement of Expenditure (SOE).
 - Bank accounts movements and balances
 - Petty cash statements including cleared and un-cleared balances
21. produce other financial statements on a quarterly, semi-annual and annual basis, which are as follows;
 - Journal and Payment Vouchers
 - Statement of Special Accounts
 - Contracts monitoring forms
 - Contracts register
 - Contracts paid and committed amounts
22. Progress report (physical) and not financial by contract, component and category (all Programme units). This request will involve:
 - A function will be designed and developed to allow the user to define the planned (estimated) physical % completion on each period (monthly, year, Quarter).
 - A function will be designed and developed to allow the user to enter/modify the actual reported on physical % completion on each period (monthly, year, Quarter).
 - An Inquiry function to display physical progress on each contract.
 - A report showing detailed physical progress reporting per period
 - A report showing up-to-date physical progress reporting per period
23. Consolidated report (financial report) of all programs managed under the software.
24. Recording the budget of all the activities of the Programme, and enable comparison of the actual performance with budgets/targets (monthly, quarterly, semi-annual, annual, and cumulative for the Programme).
25. a fixed assets listing report indicating all relevant information (such as description, location, quantity, serial number, etc.) which needs to be updated and include any discrepancies between the regular physical inspection and the accounting records.
26. Enhancement on the Withdrawal Application report to include the SMART SOEs and Summary sheet based on the latest updated packages received from IFAD.

Specified Features**Procurement**

27. Keeping detailed records for all the suppliers, contractors and consultants (ID number, Name, Nationality, Address, Phone, Fax, e-mail, contact name "position, phone number, fax, bank account bank address" and other information needed, and the accounting system should provide information regarding the procurement cycle that take place before contract signature and report on the following:
 - Prior review thresholds;
 - Procurement methods thresholds;
 - Procurement reference;
 - Activity description;

- Component (as per the description schedule (1) of the Grant);
- Category (as per disbursement schedule "2");
- Estimated amount;
- Procurement method used;
- Prior/Post review;
- Date of issuance of advertisement;
- IFAD No Objection on bidding documents (Goods/works) or RFP (consultants);
- Date of bid (Goods/works) or RFP (consultants) submission;
- Bid opening date (goods/works) or Financial Proposal opening date(consultants);
- IFAD No objection to evaluation report;
- IFAD no objection to contract draft;
- Date of submission to the IFAD of the Copy of signed contract;
- The system has to provide a process and control for the quoted contract analysis (technically and financially) selected contracts approval.
- The system has to enable entering the financial and other payment(e.g. deliverables, net of VAT contract value, related category) terms stated in the contract, so that to be utilized for matching when executing the payment against the contract.
- The system has to provide a tool that will monitor the execution of contract in accordance with time frame specified in the approved contract and to report any delays.
- The system should provide the matrix to ensure the following before any payment against the contract: 1-obtaining of approved deliverables certificate 2-advance payment has to be made against valid bank guarantee 3- obtaining of IFAD no-objection whenever that is required 4-the amount to be paid is matching with financial terms specified in the contract.
- The system has to create the accounting double entry by considering the following: 1- allocation of the amount paid among the financiers in accordance with the designated percentage for each financier as stated in the agreement 2- amount allocated to donor is net of VAT 3-DR/CR related current accounts of financier(S) when required 3- allocation to related category and component.
- Provide a feature for selecting the appropriate form for reporting the amount related to donor.
- Provide a feature for foreign currency conversion.
- The system has to provide the report of the contract payments as per contract payment monitoring form C-11.
- The system has to provide the report of the contracts register as per contracts register form C-10.
- All contract related data should be entered at first (date of signature, date of completion, contract amount, and contract amendments and payments terms).

Purchases

The Programme has methods of purchasing for each type of procurement as explained in IFAD guidelines for procurement and letter to the recipient including the ceiling for obtaining IFAD no objection (prior or post) which is explained in the letter to the recipient and the requirements for Purchase sub-system are:

1. The system has to provide an option for implementing the vendors approved list system for particular goods and services purchase.
2. The direct purchase to be for particular limit (e.g. SDG 250) and above that must be routed through the 3 ways match (PR/PO, Receiving Report and invoice for a certain value and above that certain value (e.g. SDG 1500) the 4 ways match system can be applied (PR/PO, Quotation analysis, receiving report and invoice). The system should provide the capability to enter and update the limits.
3. The system has to provide matrix that ensures the following before any payment: 1- obtaining of IFAD no objection whenever that is required, 2- a valid bank guarantee in case of advance payment

4. The system has to create the accounting double entry by considering the following:
 - 1- allocation of the amount paid among the financiers in accordance with the designated percentage for each financier as stated in the agreement
 - 2-amount allocated to donor is net of VAT
 - 3-DR/CR related current accounts of financier(S) when required
 - 3- allocation to related category and component.
5. Provide a feature for selecting the appropriate form to report the amount as per IFAD required form
6. Provide feature for foreign currency conversion.

Payroll

The Programme has a payroll section and is seeking to have the payroll section to be the focal point responsible for employees' entitlements, benefits, advances, deductions and the payroll system to be integrated with the general ledger to create all related financial transactions from and to the payroll system. So the system requirements are:

- A. The system has to enable the implementation of the staff manual and the Programme by-laws, contracts or labour office law for:
 - 1- salaries and allowances
 - 2-Computation of the vacation dues
 - 3-allowances computation
 - 4-topping computation
 - 5- after service benefits computation
 - 6- penalties and absence deductions
 - 7-social insurance deductions computation
 - 8- Periodic deductions for personal advances.
- B. The system has to enable the recording of salaries directly paid by state government.
- C. The system has to create the accounting double entry by considering the following:
 - 1- allocation of the amount paid among the financiers in accordance with the designated percentage for each financier as stated in the agreement
 - 2- amount allocated to donor is net of VAT
 - 3-DR/CR related current accounts of financier(S) when required
 - 3- allocation to related category and component.
- D. Provide a feature for selecting the appropriate form to report the amount
- E. Provide feature for foreign currency conversion.

General Ledger

The Programme is planning to have all of the transactions related to the contract, purchases and payroll to be created in the related sub-modules as stated above and having the GL module to monitor and control these transactions. Other transactions have to be conducted directly in the GL. In addition to that the GL is needed to create the required report and financiers fund management. So the requirements for GL are:

- GL has to allow for entering the approved annual budget and to provide actual vs. budget detailed and summary reports on monthly, quarterly, semi -annually, yearly and year to date report.
- The system has to provide a tool to control the actual expenditure of any category not to exceed 120% of budgeted amount unless an approval of the Programme is obtained.
- The system has to allow the revising and re-allocation of budget after getting IFAD no-objection.
- Design of chart of accounts to cover the following:
 - 1-PCU for consolidation,
 - 2-The SPCUs,
 - 3 Components (as parent and children),
 - 4- office location (PCU and each SPCU),
 - 5-category (as parent and children),
 - 6- all the sources and uses of funds items.
- The chart of accounts maintenance to be the sole responsibility of the Financial Manager.
- The GL to be interfaced with the sub-modules in the PCU and SPCUs offices levels.

- Application of the reimbursable advances system for all of the SPCUs. Such a system is to allow the generation of internal withdrawal application and creation of the related entry in both PCU that generates the IWA.
- Recording of the initial deposit and the initial deposit recovery and related entries
- Create the different types of the withdrawal applications (i.e. replenishment, reimbursement, direct payment and special commitment).
- For replenishment withdrawal application the following parameters are to be considered: 1- to be created only after closing of the month, -2 to be only for donor related spending and separate withdrawal applications for co-financed local counterpart with each donor, -3 to be only for the items actually paid (no payables or accruals), 4- to use the updated SMART SOEs form 102/A and 101/A.
- For reimbursement withdrawal application all of the parameters mentioned in j- above to be considered except that to use form 101 B and 102 B
- For the direct payments withdrawal application the following parameters should be considered: 1- can be generated in any time (even can be before closing of the month), -2 To be only for suppliers, contractors and consultants those performed a particular job and related amount falling due (i.e. payable), -3 the Financial Manager has to be provided a tool enabling to select the item to be included in the in direct payments withdrawal application (as per Programme documents).
- The system has to create all of the entries for each withdrawal application form at closing of the monthly entries and up to receiving of the fund. Noting the importance of recording any withheld amounts and their release or not in the future.
- Recording of individual financiers transactions (e.g. financier related bank accounts, funding by each financier, inter-financier, in kind contribution, tax and duties exemptions).
- The system to be able to provide multi options for foreign currency translation for reporting this multi options can be provided by 1- spot rate, 2- FIFO-Layer.
- The system should generate: 1- Sources and Uses of Funds and all financial reports mentioned before.
- In addition to previous reports the system should generate following reports: 1- status of funds for each donor, 2- historic transaction for each donor, 3- donors grants utilization and disbursements, 4- GOS disbursement and utilization, progress on AWPB, 5- financial performance by category by financier, 6- financial performance by component by financier, 7-withheld amount, special accounts reconciliation.
- The system should provide a tool for users defined reports

Security

- Handling the required security according to predefined system security and privileges.
- The Programme should have adequate security features including password protection not possible to delete a posted transaction, controlled access
- Includes proper backup and system maintenance procedures.

Training and support

- Training the Financial Manager, senior accountant and SPCUs accountants in four SPCUs offices on all features of the software and administrative officers (in payroll sub-system) and procurement officers in procurement and purchase sub-systems
- Provide a complete and a user-friendly manual
- Configuration and Full installation of the software in eight computers for PCU and SPCUs.

A. Delivery time table

The commencement of services for this assignment is expected to be no later than [xxx]

The main objective of the firm is to deliver well designed software, that facilitates reflection of Programme needs and be designed to provide the financial information

required by all interested parties (the PCU, Ministry of Finance, IFAD and other financiers and stakeholders) and fulfil the legal and regulatory requirements of the Government of Sudan)

21.11 Illustrative financial statements

[PROGRAMME NAME]
ANNUAL FINANCIAL STATEMENTS
FOR THE 12 MONTH PERIOD ENDING 30 JUNE 2018

[THIS ILLUSTRATION IS BASED ON A NEW PROGRAMME. FOR EXISTING PROGRAMME,
DISCLOSE PRIOR PERIOD COMPARATIVE INFORMATION AND CUMULATIVE
INFORMATION ON S&U STATEMENT]

Table of content:

1. Background
2. Management Statement
3. Audit report
4. Statement of Cash Receipts and Payments
5. Budget to Actual Comparison
6. Accounting policies
7. Notes to the financial statements
8. Designated account statement
9. Designated account reconciliation
10. Withdrawal application summary
11. Fixed asset register
12. Action tracker (supplementary)

Background

Insert Programme background information

- *Indicate Programme start date*
- *Provide outline of CPCU and operations in various states.*
- *Indicate reporting lines – Ministry of Animal Welfare / Steering Committee*
- *Provide overview of categories and components*
- *Provide description of programme activities*
- *Status update*
- *Indicate the relevant legislation governing the Programme activities (e.g. Laws of Sudan etc.)*
- *Overview of financing facilities – see table below:*

Source of funds	IFAD Loan	IFAD grant/loan	GEF/LDCF
<i>Facility/agreement number</i>			
<i>Amount approved (indicate currency)</i>			
<i>Undrawn balance at period end</i>			
<i>If applicable, interest rates and repayment periods</i>			
<i>Restrictions on use of funds (e.g. designated account workings, authorised allocation)</i>			

Management Statement

Insert management responsibility statement

Audit report (illustrative only)

Independent Auditor's report (Provided on Auditor letterhead)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of [xxx], a project funded by the International Fund for Agricultural Development (loan xxx and grant xxx). The financial statements comprise of the Statement of Cash Receipts and Payments, Budget to Actual Comparison, accounting policies and explanatory notes.

In our opinion, the accompanying financial statements of xxx give a true and fair view of the Financial performance and cash flows for the year then ended in accordance with *IPSAS Financial Reporting Under the Cash Basis of Accounting*.

Basis for Opinion (refer to ISA705 for modifications)

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA code) together with the ethical requirements that are relevant to our audit of the financial statements in Sudan, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon. We do not provide a separate opinion on these matters.

[insert matters if applicable]

Other information

The Board of Directors is responsible for the other information. The other information comprises the xxxx. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IPSAS and for such internal control as management determines is necessary to enable the preparation of financial statements that are free

from material misstatement, whether due to fraud or error. Those charged with governance are responsible for overseeing the project's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements. Whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the project's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit or the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Public disclosure

This report has been prepared on request of the project and the International Fund for Agricultural Development, however, the report is a matter of public record and its distribution is not limited.

The engagement partner on the audit resulting in this independent auditors' report is xxx from the National Audit Chamber of Sudan.

Independent Assurance Report prepared for IFAD (provided on auditor letterhead)

This report represents the results and conclusions of the independent assurance engagement undertaken on behalf of IFAD.

Background

[Summarise details of financiers, facilities and amounts of funding provided for the period under review and committed in total to the project]

Audit Objectives and Scope

An assurance engagement was undertaken in line *ISAE 3000 Assurance Engagements other than audits or reviews of historical financial formation* in order to provide a report to the International Fund of Agricultural Development on the following:

1. Whether the expenditures, reported by the project are in eligible in terms of the financing agreement with the International Fund of Agricultural Development.
2. Whether the project has adhered to other terms and conditions of the IFAD Financing agreement / Letter to the Borrower/Recipient and other financial management related requirements related to maintenance of the designated account records.
3. Whether the IFAD specific disclosures are accurate and complete and agree to IFAD financial records (statements etc).

The financial information outlined in pages xxx to xxx was the subject of this assurance engagement.

Summary of work performed

The following specific work was performed in order to address the scope of work:

Preparatory

- Review the IFAD loan / grant financing agreement(s) and related amendments to determine key financing terms and conditions application to the project.
- Review the Letter to the Borrower / Recipient and related amendments to determine key financing terms and conditions applicable to the project.
- Obtain IFAD financial information related to the project from the IFAD finance officer, as may be appropriate and required.

Designated account statement(s) (page xxx)

- Confirm/agree that opening and closing bank balances (in Euro and SDG) disclosed on the designated account statement(s) agree to the bank account statement and that such balances reconcile with disclosures in the notes the financial statements.
- Recalculate the closing balance of the designated account statement (in Euro and SDG).
- Confirm/agree that the euro denominated amounts disclosed have been accounted for in SDG at the historical exchange rate, in line with the procedure as outlined in the IFAD Financial Administration Manual (available on IFAD website).
- Recalculate the foreign exchange gain / loss as included in the designated account statement and agree to the amount disclosed in the Statement of Cash Receipts and Payments.
- Agree replenishments / transfers and direct payments to the bank account statement and IFAD historical transaction information.

- Confirm amounts disclosed for withdrawal applications agree to the information disclosed on the withdrawal application summary.

Designated account reconciliation(s) (page xxx)

- Confirm the accuracy of the reconciliation.
- Confirm that the designated account has been managed in line with the provisions of the financing agreement / Letter to the Borrower (Recipient).
- If applicable, review and determine the reasonability of the explanation for variance as disclosed on the designated account reconciliation.
- Agree disclosed amounts to supporting documentation (bank statements / IFAD historical financial information).

Withdrawal application summary

- Determine whether goods and services have been purchased through the SOE mechanism in line with the stipulated SOE threshold.
- Determine whether the expenditures claimed through SOE procedures were properly and appropriately authorized, classified and supported by audit documentation.
- Select a sample of withdrawal applications and confirm the accuracy of the disclosures to the underlying documentation submitted to IFAD.
- Test a sample of project expenditure transactions from the withdrawal applications and confirming eligibility of expenditure / adequacy of supporting documentation. Summarise all ineligible expenditures identified in the conclusions section.

Fixed asset register (page xxx)

- Select a sample of fixed assets from the fixed asset register and confirm the accuracy and completeness of the information included in the fixed asset register.
- Select a sample of project assets from the floor and confirm that the asset is accurately recorded in the fixed asset register.

Community Group expenditure (Livelihood Investment Programmes)

- Select a sample of grants made to Community Groups (both matching grants / revolving funds)
- Design and perform procedures to confirm whether CG expenditure is made in line with approved LIPs and for eligible expenditure as defined in the financing agreement.

Other

- Confirm the degree of compliance with the recipient's procurement policy and identify non-compliance.

Conclusions on procedures performed

[Summarise findings of procedures]

Management letter

Other issues related to internal control weaknesses are included in the management letter issued on xxx.

[Signed by engagement partner]

Statement of Cash Receipts and Payments

TABLE 1: STATEMENT OF TOTAL CASH RECEIPTS AND PAYMENTS		
		Current period
		31 December 2020
Months in period		12
Currency		SDG
'000 (thousands)		
	<i>notes</i>	
TOTAL CASH RECEIPTS		
Proceeds from External financiers	2	-
Proceeds from Recipient	3	-
Beneficiary contribution	4	-
Total receipts		-
TOTAL CASH PAYMENTS		
Civils works		-
Goods and services		-
Consultancies		-
Training and workshops		-
Equipments and materials		-
Grants credits, Guarantee Funds		-
Recurrent costs - salaries and allowances		-
Recurrent costs - operations and maintenance		-
Total payments		-
INCREASE/(DECREASE) IN CASH		-
Unrealised gains/(losses)	5	-
CASH BEGINNING OF THE YEAR	1	-
CASH AT THE END OF THE YEAR	1	-

Budget to Actual Comparison

TABLE 2: BUDGET TO ACTUAL COMPARISON					
		Current period actual	Current period budget	Variance	%
		31 December 2020	31 December 2020		
Months in period		12	12		
Currency		SDG	SDG		
'000 (thousands)					
	<i>notes</i>				
CASH RECEIPTS BY FINANCIER					
IFAD Loan		-		-	#DIV/0!
IFAD Grant		-		-	#DIV/0!
GEF/LCDF		-		-	#DIV/0!
Private sector		-		-	#DIV/0!
Government of Sudan - cash		-		-	#DIV/0!
Government of Sudan - in-kind		-		-	#DIV/0!
Beneficiaries - cash		-		-	#DIV/0!
Beneficiaries - in - kind		-		-	#DIV/0!
Total receipts		-	-	-	#DIV/0!
Uses - By category					
Civils works		-		-	#DIV/0!
Goods and services		-		-	#DIV/0!
Consultancies		-		-	#DIV/0!
Training and workshops		-		-	#DIV/0!
Equipments and materials		-		-	#DIV/0!
Grants credits, Guarantee Funds		-		-	#DIV/0!
Recurrent costs - salaries and allowances		-		-	#DIV/0!
Recurrent costs - operations and maintenance		-		-	#DIV/0!
Total payments		-	-	-	#DIV/0!
Uses - By component					
Upscaling community based natural resources managemer		-		-	#DIV/0!
Improving the Institutional framework for upscaling comm		-		-	#DIV/0!
Project Management and coordinating unit		-		-	#DIV/0!
		-	-	-	#DIV/0!
Explanation of variances					
Explain variance					

Accounting policies

1. Definitions

- *Designated account* – Ring-fenced, foreign denominated bank account which is maintained on behalf of the entity. The entity may receive replenishments from the direct account in line with the working as outlined in the IFAD Disbursement Handbook.
- *IFAD* – International Fund for Agricultural Development
- *GEF/LDCF* – Global Environmental Facility
- *Impress account* – An account which maintains a record of all cash advances made for staff or Programme expenses which are either returned to the Programme or justified by valid expenditure documentation.
- *CPCU* – Programme Management Unit
- *Recipient* – The Recipient is the Government of Sudan

2. Reporting entity

The financial statements are for SNRLP. The Programme is managed centrally by the CPCU and has operations in various states which are reported on as a single entity.

3. Reporting period

These financial statements include a 12-month reporting period for the current and prior year with additional cumulative disclosure (from Programme inception) provided in the notes where appropriate.

4. Basis of preparation

The financial statements have been prepared in accordance with the Standard. The entity complies with all the requirements as outlined in Part 1 of the Standard and as described in the accounting policies. In addition, the entity has elected to adopt the following recommended disclosures in line with Part 2 of the Standard:

- Payments of Third Parties on behalf of the entity (*refer 16. Voluntary Disclosure*)

5. Authorisation date

These financial statements have been authorised for issue by the Programme Director on [xxx]. No events after this date are included in the financial statements.

6. Presentation currency and level of precision

The presentation currency is the local currency, Sudanese Pounds (SDG). Where appropriate, the designated account balances are reported in Euro. The amounts are displayed in million (SDG'000) unless otherwise specified in the notes. Additional note disclosures may quote US Dollar amounts if loans or grants from financiers are denominated in US Dollar.

7. Adoption of IPSAS Financial Reporting under the Cash Basis of Accounting

The Entity elected to adopt IPSAS Financial Reporting under the Cash Basis of Accounting ("the Standard") for the first time for the 6-month interim reporting period ending 30 June 2018, in line with recommended early adoption.

8. Comparative information

It must be noted that, due to the first-time adoption of the Standard, comparative results presented for the period ending 31 December 2018 (and cumulative results where applicable) was not prepared in line with the Standard. Where practical and material, adjustments have been made to align prior period (and cumulative results) with the IPSAS Financial Reporting under the Cash Basis of Accounting

9. Composition of the annual financial statement

The financial statements comprise the Statement of Cash Receipts and Payments, the Budget to Actual Comparison and the notes. The notes include various other

disclosures which are required by external financiers, including IFAD, which may enhance fair presentation and accountability. Additional, supplementary information is indicated as such.

10. Cash basis of accounting

In terms of IPSAS Financial Reporting under the Cash Basis, the entity measures transactions and events only when cash is received or paid by the entity. The measurement focus of the financial statements is balances of cash and changes therein. In terms of the Standard, cash may include cash on hand, demand deposits, impress accounts and cash equivalents. Cash equivalents are investments with a maturity of less than 3 months.

11. Control of cash

In line with the Standard, cash balances reported at the end of the reporting period include all cash which the entity can use or otherwise benefit from at the exclusion of other. Therefore, cash will include all IFAD designated account balances which are maintained in foreign currency (Euro) to which access is restricted in line with the financing agreement entered into between the Recipient and IFAD.

12. Materiality and disclosure

The Programme discloses material information separately on the face of the financial statements or in the notes. The materiality is assessed in line with the nature and amount of the item. In all instances, payments of third parties on behalf of the Programme is considered material and disclosed separately. This will include payments made on behalf of the Programme to third parties or received "in-kind". – refer "16. Voluntary disclosure"

13. Classification of transactions

Uses of cash receipts are disclosed in line with categories as defined in the Programme financing agreements. Additional useful disclosures in terms of components are provided in the notes to the financial statements. Receipts of funds are disclosure based on the source of finance.

14. Foreign currency

Cash receipts and payments arising from transactions in foreign currency are incorporated in the financial statements Statement of Cash Receipts and Payments in Sudanese Pounds by applying to the foreign currency amount the spot exchange rate between the reporting currency and foreign currency at the date of the receipts/payments. The spot rate is defined as the rate of exchange for immediate delivery.

Closing cash balances held in foreign currency are translated to Sudanese Pounds at the spot rate on the last day of the reporting period. Resulting foreign gains / losses are reported as a reconciling item on the Statement of Cash Receipts and payments. Further information with regard to the gains/losses per financier is disclosed in the notes.

[COMMENT ON USE OF FIFO]

15. Additional note disclosures – accrual basis

The notes to the financial statements provide additional information about liabilities and assets which are not presented on the Statement of Cash Receipts and Payments or Budget to Actual Comparison. These may include contingent liabilities related to suppliers, advance payments from contractors, staff loan receivable and any other material items which will enhance the fair representation of the financial statements.

16. Voluntary adoption of Part 2 of the Standard – Payments made to 3rd parties on behalf of the Programme

In line with Part 2 of the Standard, the Programme shall disclose payments made on its behalf to 3rd parties. For the Programme, this disclosure deals specifically with payments made by the Recipient/beneficiaries for items such as salaries and xxx. Additional note disclosure is provided which outlines the total of such amounts for the period, the nature of activities paid for and the manner in which management has arrived at a value for such payments. In the event that management is of the opinion that the estimation or value may not be fully reflective of the total value received, this will be indicated in the notes.

Notes to the financial statements

1	Cash and cash equivalents:			
	Cash included in the statement of Cash Receipts and Payments comprise the following amounts:			
		31 December 2020	31 December 2020	
		SDG	Euro	
	<i>Exchange rate</i>			<i>insert spot rate</i>
	<u>Bank balances per financier</u>			
	IFAD Loan			
	IFAD Grant			
	GEF/LCDF			
	Private sector			
	Government			
	Beneficiaries			
	Total in SDG ('000)	-	-	
		31 December 2020	31 December 2020	
		SDG	Euro	
		-	-	
	<u>Bank balance per type of account</u>			
	IFAD designated account			<i>Link to DA statement closing balance</i>
	GEF/LCDF designated account			
	Project accounts			
	Cash on hand			
	Impress			<i>Add note if impress not zero</i>
	Total ('000)	-	-	
		-	-	<i>should be zero</i>
	The IFAD designated account is governed by the Grant Agreement and withdrawals need to be verified via withdrawal applications. The IFAD designated account statement and reconciliation is included in table 4.1 and 4.2.			
2	Proceeds from external financiers			
	The following external source of finance were received from the IFAD grant/loan during the period:			
		31 December 2020		
	Replenishment	-		
	Reimbursement	-		
		-		
	Include additional info, total approved grant, undrawn portion etc.			

3	<u>Recipient contributions in kind</u>			
	The following is included in Recipient proceeds:			
			31 December 2020	
	Government of Sudan - in-kind		-	
			-	
			-	
	<u>Uses of funds</u>			
	Civils works			
	Goods and services			
	Consultancies			
	Training and workshops			
	Equipments and materials			
	Grants credits, Guarantee Funds			
	Recurrent costs - salaries and allowances			
	Recurrent costs - operations and maintenance			
			-	
			-	
	Explain basis for measuring value. Outline the nature of contribution. Specify that in-kind is required in terms of grant agreement. Indicate the uses of these funds by category			
4	<u>Beneficiary contributions in kind</u>			
	The following is included in beneficiary contributions:			
			31 December 2020	
	Beneficiaries - in - kind		-	
			-	
			-	
	<u>Uses of funds</u>			
	Civils works			
	Goods and services			
	Consultancies			
	Training and workshops			
	Equipments and materials			
	Grants credits, Guarantee Funds			
	Recurrent costs - salaries and allowances			
	Recurrent costs - operations and maintenance			
			-	
			-	
	Explain basis for measuring value. Outline the nature of contribution. Specify that this is required in terms of grant agreement. Indicate the uses of these funds by category			

5	Unrealised gains/(losses)					
			31 December 2020			
	IFAD Loan					
	IFAD Grant					
	GEF/LCDF					
	Total unrealised gains/(losses)		-			
	The forex gains and losses related to the IFAD and GEF designated accounts which is maintained in Euros.					
6	Other - accrual based information					
	Provide info on accrual related info not disclosed in cash receipts and payments. Eg. Staff loans/advances.					
7	Prefinancing					
	Add explanatory note					
		IFAD Loan	IFAD Grant	GEF/LCDF	Private sector	Government
	Sources	-		-	-	
	less Uses	-		-	-	
	Surplus/(deficit)	-	-	-	-	-
	Plus opening cash balance	-		-	-	
	Add forex gains / deduct fore losses	-	-	-		
	Pre-financing component					
	= Closing cash balance	-	-	-	-	

Sources and uses of funds statement

TABLE 3: SOURCES AND USES OF FUNDS STATEMENT		
		Current period
		31 December 2020
Months in period		12
Currency	'000 (thousands)	SDG
<u>SOURCES OF FUNDS</u>	<u>notes</u>	
<i>IFAD Loan</i>		-
Replenishment	2	
Reimbursement		
<i>IFAD Grant</i>		-
Replenishment	2	
Reimbursement		
<i>GEF/LCDF</i>		
<i>Private sector</i>		
<i>Government</i>	3	-
Government of Sudan - cash		
Government of Sudan - in-kind		
<i>Beneficiaries</i>	4	-
Beneficiaries - cash		
Beneficiaries - in - kind		
TOTAL SOURCES OF FUNDS		-

USES OF FUNDS		
BY CATEGORY		
IFAD Loan		-
Civils works		
Goods and services		
Consultancies		
Training and workshops		
Equipments and materials		
Grants credits, Guarantee Funds		
Recurrent costs - salaries and allowances		
Recurrent costs - operations and maintenance		
IFAD Grant		0
Civils works		
Goods and services		
Consultancies		
Training and workshops		
Equipments and materials		
Grants credits, Guarantee Funds		
Recurrent costs - salaries and allowances		
Recurrent costs - operations and maintenance		
GEF/LCDF		-
Civils works		
Goods and services		
Consultancies		
Training and workshops		
Equipments and materials		
Grants credits, Guarantee Funds		
Recurrent costs - salaries and allowances		
Recurrent costs - operations and maintenance		
Private sector		-
Civils works		
Goods and services		
Consultancies		
Training and workshops		
Equipments and materials		
Grants credits, Guarantee Funds		
Recurrent costs - salaries and allowances		
Recurrent costs - operations and maintenance		
Government		-
Civils works		
Goods and services		
Consultancies		
Training and workshops		
Equipments and materials		
Grants credits, Guarantee Funds		
Recurrent costs - salaries and allowances		
Recurrent costs - operations and maintenance		
Beneficiaries		-
Civils works		
Goods and services		
Consultancies		
Training and workshops		
Equipments and materials		
Grants credits, Guarantee Funds		
Recurrent costs - salaries and allowances		
Recurrent costs - operations and maintenance		
TOTAL USES BY CATEGORY		-
SURPLUS / (DEFICIT)		-

BY COMPONENT		
<i>IFAD Loan</i>		-
Upscaling community based natural resources management and businesses		
Improving the Institutional framework for upscaling community based NRM		
Project Management and coordinating unit		
<i>IFAD Grant</i>		-
Upscaling community based natural resources management and businesses		
Improving the Institutional framework for upscaling community based NRM		
Project Management and coordinating unit		
<i>GEF/LCDF</i>		-
Upscaling community based natural resources management and businesses		
Improving the Institutional framework for upscaling community based NRM		
Project Management and coordinating unit		
<i>Private sector</i>		-
Upscaling community based natural resources management and businesses		
Improving the Institutional framework for upscaling community based NRM		
Project Management and coordinating unit		
<i>Government</i>		-
Upscaling community based natural resources management and businesses		
Improving the Institutional framework for upscaling community based NRM		
Project Management and coordinating unit		
<i>Beneficiaries</i>		-
Upscaling community based natural resources management and businesses		
Improving the Institutional framework for upscaling community based NRM		
Project Management and coordinating unit		
<i>TOTAL USES BY COMPONENT</i>		-
		-
<i>SURPLUS/DEFICIT</i>		-

TABLE 4.3: GEF DESIGNATED ACCOUNT STATEMENT					
				Euro	SDG
			Notes		
	Opening Balance		1	-	-
	Add:				
1	<i>GEF Replenishments:</i>			-	-
	Deduct:				
1	<i>Transfers to Operating Accounts:</i>			-	-
2	<i>Direct payments</i>		note		
	Add:				
3	<i>Exchange rate gain/(loss)</i>				-
	Closing balance			-	-
				-	-
	Note:				

Withdrawal application summary

TABLE 6.1: WITHDRAWAL APPLICATION STATEMENT - IFAD LOAN

Withdrawal application number	Date	1	2	3	4	5	6	7	8	Total local currency	Designated account currency equivalent	Value date (transfer to project)	Rejected by IFAD / Recovery in closing period	Net reimbursed	Net reimbursed	Value date exchange rate
		SDG									Euro		Euro	Euro	Loan currency	
<i>Section A: Payment method - Replenishment</i>																
<u>Approved withdrawals</u>																
										-			-			
										-			-			
										-			-			
Total		-	-	-	-	-	-	-	-	-	-		-	-	-	-
Category key:																
Civils works		1														
Goods and services		2														
Consultancies		3														
Training and workshops		4														
Equipments and materials		5														
Grants credits, Guarantee Funds		6														
Recurrent costs - salaries and		7														
Recurrent costs - operations and		8														

TABLE 6.2: WITHDRAWAL APPLICATION STATEMENT - IFAD GRANT																	
Withdrawal application number	Date	1	2	3	4	5	6	7	8	Total local currency	Designated account currency equivalent	Value date (transfer to project)	Rejected by IFAD / Recovery in closing period	Net reimbursed	Net reimbursed	Value date exchange rate	
		SDG									Euro		Euro	Euro	Loan currency		
<i>Section A: Payment method - Replenishment</i>																	
<u>Approved withdrawals</u>																	
										-			-				
										-			-				
										-			-				
Total		-	-	-	-	-	-			-	-		-	-	-		
Category key:																	
Civils works		1															
Goods and services		2															
Consultancies		3															
Training and workshops		4															
Equipments and materials		5															
Grants credits, Guarantee Funds		6															
Recurrent costs - salaries and		7															
Recurrent costs - operations and		8															

TABLE 6.3: WITHDRAWAL APPLICATION STATEMENT - GEF																
Withdrawal application number	Date	1	2	3	4	5	6	7	8	Total local currency	Designated account currency equivalent	Value date (transfer to project)	Rejected by IFAD / Recovery in closing period	Net reimbursed	Net reimbursed	Value date exchange rate
		SDG									Euro		Euro	Euro	Loan currency	
<i>Section A: Payment method - Replenishment</i>																
<u>Approved withdrawals</u>																
										-			-			
										-			-			
										-			-			
Total		-	-	-	-	-	-			-	-		-	-	-	
Category key:																
Civils works		1														
Goods and services		2														
Consultancies		3														
Training and workshops		4														
Equipments and materials		5														
Grants credits, Guarantee Funds		6														
Recurrent costs - salaries and		7														
Recurrent costs - operations and		8														

21.12 Appendix 1

Financial: actual financial performance by financier; by component and disbursements by category

Table 1: Financial performance by financier (Euro '000)

Financier	Appraisal	Disbursements	Percent disbursed
IFAD Grant			
IFAD Loan			
GEF/LDCF Grant			
Government			
Beneficiaries			
Total			

Table 2: Financial performance by financier by component (Euro '000)

	IFAD grant/loan			GEF/LDCF Grant			Government			Beneficiaries			Total		
Component	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%

Table 3(a): IFAD loan disbursements (Euro, as at [Insert date: dd-m-yy])

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I							
II							
III							
IV							
	Initial deposit						
	Total						

Table 3(b): IFAD grant disbursements (Euro, as at [Insert date: dd-m-yy])

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I							
II							
III							
IV							
	Initial deposit						
	Total						

Table 4: GEF disbursements (Euro, as at [Insert date: dd-m-yy])

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I							
II							
III							
IV							
	Initial deposit						
	Total						

21.13 Petty Cash forms

Petty cash request form

Date:

Requested by:

Signature of requester:

Mode of payment: (tick selected):

- Reimbursement
- Advance

Description of purchases (goods/services)	Unit price	Quantity	Total cost**	Activity code	Explanation / Comments
TOTAL AMOUNT*					

 Approved by Processed by Payment received by
 Finance Officer Accountant

* Total amount cannot exceed 500 SDG
 ** Attach supporting document (invoice, receipt, etc.)

Petty cash reconciliation

Date of reconciliation:

Part 1. Petty cash reconciliation

Petty cash balance brought forward (a) _____

Replenishments during the current month (b) _____

Total petty cash balance (c = a + b) _____

Disbursements during the current month (d) _____

Petty cash book balance (e = c - d) _____

Cash count balance (f) – see part 2. below _____

Difference (G = E - F) _____

Explanation of Difference

Part 2 - Cash Count

Description	Quantity	Total amount
Total in SDG		

Counted/reconciled by (Programme accountant):

Reviewed by (Financial Manager):

Date:

Report accidents in the space below, providing all relevant details for each occurrence:

Date:

Place:

Name of driver:

Circumstances:

Damage to CPCU vehicle:

Damage to other vehicles:

Injuries (indicate name of victims and describe injuries):

Insurance settlement:



Investing in rural people

Sudan

Sustainable Natural Resources and Livelihoods Programme

Project Design Report

Annex 9: Integrated Risk Framework (IRF)

Document Date: 15/07/2019

Project No. 2000002105

Report No.

Near East, North Africa and Europe Division
Programme Management Department

Risk categories	Risk Probability	Risk Impact	Mitigations/comments
1. Political and governance	High	High	Promoting effective governance mechanisms with appropriate incentives for implementation, building institutional capacities.
2. Macroeconomic	High	High	Community-based implementation, using commercial bank accounts to avoid disadvantageous exchange rate of Central Bank of Sudan, mobilization of co-financing, obtaining high-level governmental support.
3. Sector strategies and policies	Low	Low	Preparation of policy-relevant knowledge products based on programme evidence, promoting inclusive policy dialogue, integrating perspectives of different stakeholders, proper coordination between different stakeholders, building institutional capacities.
4. Technical aspects of project or program	Low	Low	The programme builds on and upscales the achievements of previous projects. At least 1 previous projects will be a part of the clusters and influence changes. Additionally, promoting participatory programme approaches, organizing bottom-up community mobilization, capacity building and awareness-raising, building on best practise examples of previous successful IFAD-funded projects, using demonstrations to encourage voluntary imitation.
5. Institutional capacity for implementation and sustainability	Low	Low	Local capacity building, community trainings, putting emphasis on practical knowledge, demonstration and exchange with other communities with already functioning NR governance and management arrangements.
6. Financial management	High	High	Adequate and qualified staffing, reliable and functional accounting software system, unified salaries and allowances scale, effective internal controls systems including independent internal audit and strong oversight at all levels.
7. Procurement	Medium	High	Strong oversight of community level procurement functions. Capacity building of procurement staff.
8. Stakeholders	Low	Medium	Strong communication, involvement of stakeholders and showcasing the results. Training and capacity building of stakeholders where needed.

Risk categories	Risk Probability	Risk Impact	Mitigations/comments
9. Environment and social	Medium	High	Promoting sustainable and climate resilient agricultural practices (rangeland rehabilitation and management preserving buffer areas for dry years, terraces, conservation agriculture, crop rotation and intercropping with climate adapted varieties, composting, water harvesting, IPM and other agro-ecological practices such as permaculture).
Overall	Medium	Medium	

Sudan

Sustainable Natural Resources and Livelihoods Programme

Project Design Report

Annex 10: Exit Strategy

Document Date: 15/07/2019
Project No. 2000002105
Report No.

Near East, North Africa and Europe Division
Programme Management Department

Annex 10: Exit Strategy

1. Exit Strategy

2. SNRLP's exit strategy will be based on: i) building community level organisations and human capacities; ii) developing partnerships and local linkages with the community organisations; iii) mobilising local and external resources; iv) calibrating the phasing of activities and resources; and v) supporting stakeholders to evolve their activities in the project area.

3. *Building community level organisations and human capacities:* SNRLP will support the self-governance and management of the NRs in the clusters by a range of community level institutions that will allow smooth exit of the project. SNRLP will strengthen different types of small groups (NRLG, VSCGs, VWGs) and VDCs at the community level and CDCs at the cluster level. SNRLP will also capacitate these entities for the development, implementation and monitoring of the NR governance frameworks in the clusters leading to the improvement of the status of these NRs and the contribution of these NRs towards the economic development of the user communities. These institutions will also be responsible for the management of the community level investments such as hafirs, and water yards.

4. SNRLP will support these institutions to develop necessary foundation documents, members rules and regulations and framework for activities and resource generation. Where relevant the project will support the registration of these institutions and the opening of their bank accounts. Capacity building training will be supported focusing on leadership aspects, project management areas, book keeping and financial management areas and a range of other technical areas to develop the human capacities necessary for transparent and robust management of these local institutions. To further support the community level institutions SNRLP will strengthening the capacity of the government technical departments at the State and locality levels through staff capacity building, exposure visits, relevant infrastructure support and knowledge management activities.

5. *Development of partnerships and local linkages:* SNRLP's cluster development approach will naturally support linkages and partnerships between different communities within a cluster. To further strengthening these partnerships SNRLP will support intra-community linkages between different types of small groups (VSCGs, NRLP, VWG) within the communities and the respective VDCs. The VDCs will facilitate the eligible groups to access finance and carry out their activities smoothly while the small groups will ensure compliance to the VDC monitored NR governance framework during the implementation of their NR related enterprises. Similarly, SNRLP will facilitate inter-community linkages and partnerships between different VDCs and the relevant CDC. The CDCs will permit the VDCs to utilize the common/shared NRs in the cluster in a manner that is compliant with the NR governance framework established and monitored by the CDCs. Likewise, SNRLP will promote the linkage between pastoralists and settled communities through the representation of the pastoralists in the CDCs.

6. SNRLP will also strengthen the linkages between the different technical departments of the government at the State and the locality level with the communities (VDC and CDC). For this, SNRLP will institutionalize the participation of the State and locality government representative in cluster level forums at least two times a year. Similarly, State level cluster stakeholder platform meetings will be organised at least once a year bringing together cluster and government representatives within the state for discussing different NR related issues. During these meetings NR related issues will be discussed for resolving challenges and facilitating appropriate planning and allocation of NR related resources by the government to the project supported clusters. SNRLP will also support the development of partnerships on linkages between the clusters and

private-sector service providers such as financial institutions, machinery service providers, and inputs suppliers.

7. *Mobilising local and external resources:* As a part of the exit strategy SNRLP will support the community institutions to mobilise local and external resources through a range of measures comprising: i) self-generation of internal capital from the different types of livelihood enterprises implemented by these institutions; ii) generation of membership and user fees for use of common NRs covered by these institutions; and iii) participation in the planning and allocation of government resources for the NR development activities in the project areas. The self-generation of internal capital will consist of internal savings and credit activities by VSCGs as well as other relevant small groups; allocation of a part of the returns from the livelihood enterprises for reinvestment in other NR development activities before distribution of profits to members; and recovery of the seed capital financing provided by the project by the different community level institutions to support repairs and maintenance of the assets and growth in outreach of these activities in the future. The NR governance framework developed by the clusters will define the appropriate membership fees and user fees related to the utilisation of the shared NR services by users.

8. *Phasing of activities and resources:* SNRLP will calibrate the phasing of the project activities in a manner that allows sufficient time for the establishment, stabilisation strengthening and empowerment of the local institutions to function and develop on their own by the time of project closure. To facilitate this the selection of 75% of the clusters and local institutions will be completed within the first four years of implementation. It will allow sufficient time for training, capacity building and strengthening of these institutions to perform on their own by project closure. Simultaneously the project will pursue the scaling up of the success stories in the project supported clusters in other areas of the states through i) collaboration with other IFAD supported projects as well as projects implemented by other development partners; ii) promote collaboration between the State cluster stakeholder platform and the state government to implement the success stories in other clusters.

9. *Supporting stakeholders to evolve their activities in the project area:* SNRLP will support the stakeholders to develop their roles and evolve in the project area in response to the issues and opportunities that emerge during project implementation. For example, the CDCs will be supported to include new villages as members as well as develop direct linkages with other CDCs. Similarly, financial institutions will be encouraged to expand their roles to support the full range of savings and credit requirements of the rural communities including financing for different actors in the value chains for both livestock and crop production activities.

10. **Sustainability**

11. SNRLP's sustainability is embedded in the exit strategy and will be supported by a number of programme features. Institutional sustainability will be supported by the strengthening of a range of community level institutions such as small groups, VDCs and CDCs along with the development of partnerships between them for the implementation of livelihood related enterprises and the utilisation of shared natural resources. Resource mobilisation by these institutions through different mechanisms as described earlier will strengthen their institutional sustainability and capacitate them to continue reinvestment in the development of NR and continuation of the benefits after the end of the project. These institutions will also be involved in the management of the physical facilities which are developed using project resources contributing to the sustainability of the benefits of these facilities. The engagement of the pastoralists in the development of the NRLMPs at the cluster level will develop long-term solution to conflict between them and settled communities resulting in greater economic development in a peaceful environment.

12. Marketing sustainability will be supported in partnership with the current IAMDP and LMRP projects which are involved in strengthening crop marketing services and livestock marketing services respectively. About 40% of the SNRLP communities will overlap with communities where current IFAD projects such as IAMDP and LMRP are implemented. Each SNRLP cluster is expected to have at least one community supported by these previous IFAD projects. SNRLP will collaborate with IAMDP and LMRP to facilitate the expansion of their market linkage services to all SNRLP supported communities within a cluster. This will lead to marketing sustainability of the project for both crop marketing activities (supported by IAMDP) and livestock marketing activities (supported by LMRP)

13. Technical sustainability will be achieved through the capacity building of the relevant government technical departments. Additionally, the community level institutions along with the young professionals and business facilitators will be fully capacitated on the various technical aspects of the project. Additionally, success stories and good practices will be documented and widely circulated. SNRLP's policy level interventions will reduce regulatory gaps, overlaps and bottlenecks related to the management, reduce ambiguities, conflicts and promote the sustainable NR management. The development and implementation of the NRLMP according to technical recommendations of the project will result in the technical sustainability of the NR management good practices promoted by the project.

14. One of the main considerations for the approval and the adoption of the NRLMPs and NRLIPs by the CDCs and VDCs will be the extent to which they incorporate measures to promote resilience to climate change and prevent environmental degradation. The incorporation of these steps during the implementation stages will result in the sustainability of the benefits to the environment and climate change aspects.