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Investir dans les populations rurales

Rapport du Président

Proposition de prêt et don au titre du Cadre pour la soutenabilité de la dette

République du Soudan du Sud

Programme pour la résilience des moyens d'existence au Soudan du Sud

Numéro du projet: 2000002869

Note à l'intention des représentants au Conseil d'administration

Responsables:

Questions techniques:

Sara Mbago-Bhunu
Directrice régionale
Division Afrique orientale et australe
téléphone: +39 06 5459 2838
courriel: s.mbago-bhunu@ifad.org

Bernadette Mukonyora

Directrice de pays
téléphone: +39 366 6228202 2838
courriel: b.mukonyora@ifad.org

Transmission des documents:

Deirdre Mc Grenra
Cheffe
Gouvernance institutionnelle
et relations avec les États membres
téléphone: +39 06 5459 2374
courriel: gb@ifad.org

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Pour: **Approbation**

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Équipe d'exécution du programme

Directrice régionale:	Sara Mbago-Bhunu
Directrice de pays:	Bernadette Mukonyora
Responsable technique:	Robert Delve
Responsable des finances:	Caroline Alupo
Spécialiste climat et environnement:	Joyce Njoro
Juriste:	Purificación Tola Satue
Responsable principale de la passation des marchés:	Marieclaire Colaiacono

Sigles et acronymes

BAfD	Banque africaine de développement
FAO	Organisation des Nations Unies pour l'alimentation et l'agriculture
FIDA11	Onzième reconstitution des ressources du FIDA
OIT	Organisation internationale du Travail
UCP	unité de coordination du programme

Carte de la zone du programme



Les appellations figurant sur cette carte et sa représentation graphique ne constituent en aucun cas une prise de position du FIDA quant au tracé des frontières ou limites, ou aux autorités de tutelle des territoires considérés.

Carte établie par le FIDA | 1^{er} juillet 2020

Résumé du financement

Institution initiatrice:	FIDA
Emprunteur/Bénéficiaire:	Gouvernement de la République du Soudan du Sud
Organisme d'exécution:	Ministère de l'agriculture et de la sécurité alimentaire
Coût total du programme:	17,93 millions d'USD
Montant du prêt du FIDA:	1,90 million d'USD
Conditions du prêt du FIDA:	Particulièrement favorables
Montant du don du FIDA au titre du Cadre pour la soutenabilité de la dette:	7,9 millions d'USD
Cofinancier:	Banque africaine de développement (BAfD)
Montant du cofinancement:	5,67 millions d'USD
Conditions du cofinancement:	La BAfD apportera un financement, de manière parallèle, dans le cadre du Projet de développement des marchés, de création de valeur ajoutée et de commerce dans le secteur agricole (AMVAT) dans les comtés de Kajo Keji, Terekeka, Magwi, Torit et Bor.
Contribution de l'Emprunteur/du Bénéficiaire:	1,6 million d'USD
Contribution des bénéficiaires:	0,86 million d'USD
Montant du financement de l'action climatique accordé par le FIDA:	4,06 millions d'USD
Institution coopérante:	FIDA

Recommandation pour approbation

Le Conseil d'administration est invité à approuver la recommandation telle qu'elle figure au paragraphe 57.

I. Contexte

A. Contexte national et justification de l'intervention du FIDA

Contexte national

1. La République du Soudan du Sud est un pays enclavé et riche en ressources naturelles, situé en Afrique de l'Est. Plus jeune pays du continent africain, le Soudan du Sud est le troisième État le plus fragile du monde en raison d'un long conflit dû à sa marginalisation historique, politique, sociale et économique. Cette situation a provoqué l'effondrement des systèmes de gouvernance, d'application de la loi et de maintien de l'ordre, ainsi que la perturbation des institutions communautaires qui soutenaient les moyens d'existence. La signature d'un nouvel accord de paix en septembre 2018 et la formation d'un Gouvernement d'union nationale en février 2020 ont marqué une transition importante du conflit vers la stabilité et le relèvement économique.
2. Le pays compte 12,3 millions d'habitants, dont 85% vivent en milieu rural et pratiquent l'agriculture. Le produit intérieur brut s'est contracté au cours de cinq des sept dernières années en raison des conflits, des chocs économiques liés aux cours du pétrole et de la monétisation de la dette. Il est prévu que la COVID-19 et les changements climatiques compromettent la croissance économique du pays, qui devrait tomber à -3,2% en 2021¹.
3. Le Soudan du Sud, dont l'indice de développement humain était de 0,433 en 2019, fait partie des pays à faible développement humain. Le secteur agricole n'est pas pleinement exploité en raison de l'instabilité prolongée. La pauvreté et l'insécurité alimentaire persistent, avec plus de 80% de la population vivant sous le seuil de pauvreté et environ 60% se trouvant en situation de crise alimentaire.

Aspects particuliers relatifs aux thématiques que le FIDA doit transversaliser en priorité

4. Conformément aux engagements en matière de transversalisation pris au titre de la Onzième reconstitution des ressources du FIDA (FIDA11), le programme a été classé comme:
 - incluant des financements climatiques;
 - axé sur les enjeux nutritionnels;
 - axé sur les jeunes.
5. Le Programme pour la résilience des moyens d'existence au Soudan du Sud visera à mobiliser des ressources importantes pour lutter contre la vulnérabilité climatique et favoriser l'inclusion sociale et l'autonomisation des femmes et des jeunes, grâce à la création d'entreprises agricoles et non agricoles, gérées par les communautés, qui amélioreront les moyens d'existence et la résilience des populations.

Justification de l'intervention du FIDA

6. L'accord de paix signé en 2018 a favorisé le retour des populations déplacées, la majorité d'entre elles s'installant dans les États d'Équatoria. Ces populations ont des actifs physiques et financiers limités et reçoivent peu de soutien de la part des services publics et privés. Les technologies d'irrigation et de récupération de l'eau sont inadéquates et les installations après récolte et de valorisation sont insuffisantes. Des conflits entre communautés éclatent localement en raison de la concurrence pour les ressources naturelles, des conditions météorologiques

¹ Voir <https://www.worldbank.org/fr/publication/global-economic-prospects>, juin 2020.

défavorables et des inondations. Une crise humanitaire pourrait avoir lieu si les rapatriés et l'ensemble de la population ne sont pas intégrés dans l'économie.

7. L'action du FIDA se fonde sur les orientations énoncées dans le Programme spécial pour les pays comportant des situations de fragilité: mise en œuvre de la stratégie du FIDA relative aux fragilités, qui vise à combler l'écart entre l'aide humanitaire et l'aide au développement, et à favoriser la relance de l'agriculture et la stabilisation des revenus. Grâce à une approche axée sur le développement à l'initiative des communautés, le Programme pour la résilience des moyens d'existence au Soudan du Sud aidera la population rurale à acquérir des moyens d'existence durables. Le programme suit une approche « facilitée » afin que les interventions de développement à l'initiative des communautés intègrent les thématiques transversales de FIDA11 et tiennent compte de la situation de conflit. Il complétera l'Accord revitalisé sur le règlement du conflit en République du Soudan du Sud, qui vise à rétablir les bases économiques en créant des emplois et en améliorant les moyens d'existence.

B. Enseignements tirés

8. Les principaux enseignements tirés du dernier projet appuyé par le FIDA au Soudan du Sud, de projets menés dans d'autres pays et de projets similaires financés par le Gouvernement sud-soudanais ou ses partenaires de développement sont notamment les suivants:
- i) Dans les contextes postconflit, les projets de développement à l'initiative des communautés sont efficaces pour ce qui est de remettre en état les infrastructures et de fournir des moyens d'existence et des débouchés aux communautés rurales.
 - ii) Les modalités d'exécution par des tiers avec la participation des pouvoirs publics sont adaptées aux contextes fragiles dans lesquels les capacités institutionnelles et humaines ainsi que les systèmes sont limités.
 - iii) La mise en place des infrastructures en amont est essentielle pour que les bénéficiaires puissent diriger leur utilisation, repérer et résoudre les difficultés connexes et créer des mécanismes d'exploitation et d'entretien durables².
 - iv) Le choix de l'emplacement des actifs et des infrastructures communautaires nécessite la pleine participation des bénéficiaires, en associant les dirigeants communautaires à la prévention des conflits et au renforcement de la viabilité des investissements³.
 - v) Les femmes jouent un rôle essentiel dans la réalisation des objectifs en matière de sécurité alimentaire et de nutrition des ménages.

II. Description du programme

A. Objectifs, zone d'intervention et groupes cibles

9. **Buts et objectifs du programme.** Le Programme pour la résilience des moyens d'existence au Soudan du Sud a pour objet de contribuer à l'amélioration et à la résilience des moyens d'existence des populations rurales ciblées. L'objectif de développement du programme est de donner à ces communautés les moyens de participer aux processus décisionnels qui permettront de rétablir les moyens d'existence agricoles, de renforcer la résilience des ménages et de promouvoir la stabilité.
10. **Zone d'intervention et critères de ciblage géographique.** Le programme sera mis en œuvre dans trois États et cinq comtés: Équatoria-Oriental (Magwi et Torit);

² Projet de développement durable de l'agriculture dans les zones collinaires au Liban, appuyé par le FIDA; rapport d'achèvement du projet (2019).

³ *Ibid.*

Équatoria-Central (Kajo Keji et Terekeka) et Jonglei (Bor). Les cibles sont déterminées en fonction des éléments suivants: couloirs de production alimentaire; nombre élevé de rapatriés; possibilité de tirer parti des investissements antérieurs du FIDA et d'autres partenaires de développement; stabilité, accessibilité et faible risque de conflit.

11. **Groupe cible.** Le programme ciblera directement 38 800 ménages. Le principal groupe cible est constitué de petits producteurs pauvres, en situation d'insécurité alimentaire, qui vivent de la pêche, des cultures et de l'élevage. Un accent particulier sera mis sur l'inclusion des jeunes (70%), des femmes (60%) et des groupes vulnérables (ménages dirigés par des femmes, rapatriés et personnes handicapées), lesquels feront l'objet d'une attention soutenue en vue de faciliter leur intégration dans les activités agricoles et économiques.
12. **Stratégie de ciblage.** Le ciblage direct visera à assurer l'inclusion sociale des femmes, des jeunes et des groupes vulnérables en appliquant des quotas. L'autociblage permettra de s'assurer que les interventions répondent aux besoins et aux priorités des groupes cibles; des campagnes de communication et de sensibilisation seront menées à cette fin.

B. Composantes, résultats et activités

13. L'objectif du programme en matière de développement sera réalisé grâce à la mise en œuvre efficace de trois composantes techniques, tandis qu'une autre composante relative à la réduction et à la gestion des risques de catastrophe (composante 0) assurera un appui rapide quand une crise se fait jour. Cette composante sera exécutée lorsqu'une situation d'urgence est déclarée par le Gouvernement sud-soudanais et d'autres autorités compétentes, notamment les organismes des Nations Unies.
14. **Composante 1: planification du développement à l'initiative des communautés.** Les objectifs sont les suivants: i) bâtir des organisations à assise communautaire fortes et inclusives propres à promouvoir et à gérer le changement socioéconomique; ii) collaborer avec ces organisations à l'élaboration de plans de développement communautaire qui tiennent compte des changements climatiques et des questions de genre et qui sont axés sur la demande du marché; iii) financer des investissements productifs stratégiques pour améliorer l'efficacité des plans de développement communautaire.
15. **Composante 2: appui à la production agricole et aux moyens d'existence en milieu rural.** Cette composante vise à financer les plans de développement communautaire approuvés et élaborés dans le cadre de la composante 1, ainsi que les investissements stratégiques recensés dans les profils de comté et les plans de développement communautaire. Les activités susceptibles d'être financées comprennent: i) les travaux de génie civil communautaires à forte intensité de main-d'œuvre; ii) l'augmentation de la productivité agricole des ménages; iii) les activités rémunératrices non agricoles; iv) les infrastructures stratégiques favorisant le renforcement des liens avec le marché; v) le perfectionnement des compétences des jeunes en matière de services de conseil agricole.
16. **Composante 3: appui au programme et renforcement des capacités.** Cette composante appuiera: i) la collaboration avec les partenaires [y compris la Banque africaine de développement (BAfD) et l'Organisation des Nations Unies pour l'alimentation et l'agriculture (FAO)] afin d'établir une unité de coordination du programme (UCP) unique au sein du Ministère de l'agriculture et de la sécurité alimentaire; ii) le traitement des lacunes relevées dans une évaluation des besoins du secteur coopératif au Soudan du Sud menée par l'Organisation internationale du Travail (OIT) et l'Union européenne. L'accent sera mis sur l'élaboration de politiques en faveur du développement des coopératives et de la finance rurale, ainsi que sur le renforcement des capacités et des systèmes publics afin d'appuyer le programme de transformation de l'agriculture rurale.

C. Théorie du changement

17. Dans les situations postconflit, les communautés rurales pauvres, y compris les rapatriés, ne peuvent pas atteindre la sécurité alimentaire et ont une capacité limitée à résister aux chocs. Le mauvais état des infrastructures routières limite leur accès aux marchés et leur capacité à diversifier leur alimentation.
18. Grâce à l'approche de développement à l'initiative des communautés, ces dernières pourront déterminer et classer par ordre de priorité les moyens de promouvoir les investissements privés et publics dans des moyens d'existence agricoles productifs. Le programme comblera l'écart entre l'aide humanitaire et l'aide au développement, en créant des possibilités de relance de l'agriculture qui favorisent le développement des moyens d'existence, la paix et la stabilité.
19. En renforçant la productivité, les capacités et les moyens d'existence, le programme contribuera à réduire la pauvreté et à favoriser le développement économique local dans les régions cibles. Les résultats attendus sont les suivants: augmentation et diversification des produits agricoles à forte valeur nutritive et résilients face aux aléas climatiques; infrastructures climatiquement rationnelles; diversification des débouchés commerciaux dans le secteur de la transformation; cohésion et stabilité des communautés.

D. Alignement, appropriation et partenariats

20. Le Programme pour la résilience des moyens d'existence au Soudan du Sud cadre avec les objectifs de développement durable n^{os} 1, 2, 5 et 6, ainsi qu'avec plusieurs politiques du FIDA, notamment son Cadre stratégique. Ce dernier vise à permettre aux ménages et aux communautés rurales d'acquérir des moyens d'existence plus rémunérateurs, plus durables et plus résilients pour les aider à sortir définitivement de la pauvreté et de l'insécurité alimentaire. Le programme s'inspire du Programme spécial pour les pays comportant des situations de fragilité: mise en œuvre de la stratégie du FIDA relative aux fragilités, qui met l'accent sur le renforcement des communautés et fait de la sécurité alimentaire le principal point d'entrée pour s'attaquer aux problèmes liés à des situations de fragilité et de conflit.
21. Le programme s'inscrit pleinement dans le Plan directeur global pour l'agriculture du Gouvernement sud-soudanais et dans sa Stratégie nationale de développement de 2018, avec pour objectif général de consolider la paix et de stabiliser l'économie. Le programme est également conforme au Cadre national pour le retour, la réintégration et la réinstallation des personnes déplacées, *Achieving Durable Solutions in South Sudan*, qui est avant tout axé sur la prise en compte des personnes touchées par le conflit et prévoit des interventions de rétablissement et de stabilisation à destination des rapatriés.
22. **Harmonisation et partenariats.** Le programme bénéficie d'un cofinancement parallèle de la BAfD au titre du Projet de développement des marchés, de création de valeur ajoutée et de commerce dans le secteur agricole (AMVAT). Opérant dans les mêmes zones, ce dernier fournit des services complémentaires aux bénéficiaires du programme grâce à des centres d'agrégation et des marchés. Il contribue également à la mise en place d'une UCP commune. Le Programme pour la résilience des moyens d'existence au Soudan du Sud sera également exécuté en coordination avec la FAO, l'OIT et la Banque mondiale en vue de renforcer les capacités et les systèmes de l'UCP du Ministère de l'agriculture et de la sécurité alimentaire. En ce qui concerne la coordination des donateurs, le programme tient compte des priorités définies dans le cadre du Partenariat pour le relèvement et la résilience (*Partnership for Recovery and Resilience*), ainsi que des quatre priorités du Cadre de coopération des Nations Unies pour la période 2019-2022.

E. Coût, avantages et financement

23. Le coût total du programme, d'une durée de six ans, est estimé à 17,93 millions d'USD. Les composantes 1 et 2 contribuent au financement de l'action climatique accordé par le FIDA, et représentent 41% du financement (4,06 millions d'USD).

Coût du programme

24. Le tableau 1 récapitule les coûts des composantes et des sous-composantes du projet, par source de financement.

Tableau 1

Coût du programme par composante et sous-composante et par source de financement (en milliers d'USD)

Composante/sous-composante	Prêt du FIDA		Don du FIDA		Cofinancement parallèle de la BAfD		Gouvernement		Bénéficiaires		Total	
	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%
	Montant											
0. Réduction et gestion des risques de catastrophe	-	-	-	-	-	-	-	-	-	-	-	-
1. Planification du développement à l'initiative des communautés												
1.1. Création d'organisations communautaires solides et inclusives	286	10	1 145	38	1 332	44	245	8	-	-	3 009	17
1.2. Élaboration des plans de développement communautaire	217	13	867	54	530	33	-	-	-	-	1 614	9
Sous-total	503	11	2 013	44	1 862	40	245	5	-	-	4 623	26
2. Appui à la production agricole et aux moyens d'existence en milieu rural												
2.1. Investissements visant à promouvoir une production agricole et des moyens d'existence ruraux adaptés aux changements climatiques	163	15	867	80	-	-	-	-	54	5	1 084	6
2.2. Infrastructures communautaires d'appui à la production et à la commercialisation	767	12	2 263	36	1 282	21	1 124	18	807	13	6 243	35
Sous-total	930	13	3 130	43	1 282	18	1 124	15	861	12	7 327	41
3. Appui au programme et renforcement des capacités												
3.1. Modalités d'exécution par des tiers	157	6	1 223	46	1 174	45	86	3	-	-	2 641	15
3.2. Renforcement des capacités institutionnelles et appui à l'élaboration des politiques	310	9	1 534	46	1 348	40	145	4	-	-	3 336	19
Sous-total	467	8	2 758	46	2 522	42	231	4	-	-	5 977	33
Total	1 900	11	7 900	44	5 666	32	1 600	9	861	5	17 927	100

Tableau 2

Coût du programme par catégorie de dépenses et par source de financement
 (en milliers d'USD)

Catégorie de dépenses	Prêt du FIDA		Don du FIDA		Cofinancement parallèle de la BAfD		Gouvernement		Bénéficiaires		Total	
	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%
Dépenses d'investissement												
A. Dons et subventions	930	16	3 130	54	-	-	842	15	861	15	5 763	32
B. Véhicules	-	-	-	-	103	82	23	18	-	-	125	1
C. Biens, services et fournitures	783	13	2 869	48	1 800	30	567	9	-	-	6 020	34
D. Consultants	104	4	1 009	43	1 174	49	87	4	-	-	2 375	13
E. Formation	25	4	100	17	396	68	58	10	-	-	579	3
Total des coûts d'investissement	1 842	12	7 109	48	3 473	23	1 577	11	861	6	14 862	83
Dépenses récurrentes												
A. Traitements et indemnités	52	2	750	26	2 079	72	-	-	-	-	2 881	16
B. Opérations et maintenance	7	4	41	22	114	62	22	12	-	-	185	1
Total des dépenses récurrentes	58	2	791	26	2 193	72	22	1	-	-	3 065	17
Total	1 900	11	7 900	44	5 666	32	1 600	9	861	5	17 927	100

Tableau 3

Coût du programme par composante et sous-composante et par année
 (en milliers d'USD)

Composante/sous-composante	Année 1	Année 2	Année 3	Année 4	Année 5	Année 6	Total
0. Réduction et gestion des risques de catastrophe	-	-	-	-	-	-	-
1. Planification du développement à l'initiative des communautés							
1.1. Création d'organisations communautaires solides et inclusives	492	661	788	652	332	86	3 009
1.2. Élaboration des plans de développement communautaire	178	145	219	344	414	314	1 614
Sous-total	670	806	1 007	996	746	400	4 623
2. Appui à la production agricole et aux moyens d'existence en milieu rural							
2.1. Investissements visant à promouvoir une production agricole et des moyens d'existence ruraux adaptés aux changements climatiques	6	62	132	252	318	314	1 084
2.2. Infrastructures communautaires d'appui à la production et à la commercialisation	225	655	1 701	1 917	1 745	-	6 243
Sous-total	231	717	1 833	2 169	2 063	314	7 327
3. Appui au programme et renforcement des capacités							
3.1. Modalités d'exécution par des tiers	1 462	313	269	209	225	165	2 641
3.2. Renforcement des capacités institutionnelles et appui à l'élaboration des politiques	691	754	538	552	540	261	3 336
Sous-total	2 153	1 066	807	760	764	426	5 977
Total	3 054	2 589	3 647	3 925	3 573	1 139	17 927

Stratégie et plan de financement et de cofinancement

25. Le FIDA contribuera à hauteur de 9,8 millions d'USD au titre de FIDA11. Conformément au nouveau Cadre pour la soutenabilité de la dette du Fonds, le Soudan du Sud est habilité à recevoir 80% de ce montant sous forme de don, et les 20% restants, à titre optionnel, sous forme de prêt particulièrement concessionnel.
26. Un cofinancement parallèle de 5,67 millions d'USD, issu du projet AMVAT de la BAfD, est destiné aux investissements dans les États de l'Équatoria-Oriental et de Jonglei, ainsi qu'à la mise en place de l'UCP conjointe au sein du Ministère de l'agriculture et de la sécurité alimentaire. Un mémorandum d'accord relatif au programme sera signé pour acter le cofinancement parallèle.
27. Le cofinancement national couvre 14% du coût total. Il comprend la contribution du Gouvernement sud-soudanais (9%) sous forme de remboursements d'impôts et la contribution en nature des bénéficiaires (5%).

Décaissement

28. Les principales catégories comprennent les dons et les subventions, ainsi que les biens et les équipements. Les fonds seront versés au moyen du mécanisme de compte renouvelable pour l'organisme d'exécution et l'UCP. Les paiements directs seront utilisés autant que possible, conformément aux directives du FIDA. L'organisme d'exécution ouvrira un compte désigné, libellé en dollars des États-Unis et destiné à recevoir les fonds, ainsi qu'un compte opérationnel libellé en livres sud-soudanaises. Les organisations non gouvernementales partenaires géreront des comptes séparés, libellés en monnaie locale. Le Ministère de l'agriculture et de la sécurité alimentaire ouvrira un compte bancaire pour recevoir leurs fonds.
29. Les fonds détenus sur les comptes bancaires libellés en livres sud-soudanaises seront examinés périodiquement, et on veillera à réduire au minimum les montants détenus pour atténuer la dévaluation liée à un taux de change volatile. L'organisme d'exécution gèrera l'ensemble du système comptable, à l'exception de la sous-composante 3.2 qui sera confiée au Ministère de l'agriculture et de la sécurité alimentaire, et assurera la comptabilité des fonds déboursés. L'organisme d'exécution et l'UCP utiliseront des systèmes comptables informatisés qui faciliteront la consolidation des données.

Résumé des avantages et analyse économique

30. Il ressort de l'analyse économique un taux de rendement économique positif de 24% et une valeur actuelle nette de 32,2 millions d'USD, qui justifient l'investissement étant donné que le taux d'actualisation social est de 6%. Les principaux avantages attendus sont les suivants: augmentation de 25% des rendements du sorgho, du maïs et des arachides; augmentation des revenus tirés des ventes hors exploitation et de la valeur ajoutée au stade de la transformation; gains d'efficacité des infrastructures; amélioration de l'accès aux marchés et amélioration des conditions de transport grâce à la construction et à la remise en état de routes de desserte; création d'emplois à court terme et augmentation des revenus des jeunes⁴. Les risques pris en compte dans l'analyse économique et financière sont notamment les chocs climatiques, la sécurité et les conflits, ainsi que le contexte macroéconomique.

Stratégie de sortie et durabilité

31. La stratégie de sortie du programme est intégrée dans ce dernier, dans la mesure où les bénéficiaires auront le contrôle total de l'ensemble du processus de développement à l'initiative des communautés. Les organisations communautaires encourageront et géreront le changement socioéconomique et auront les moyens de planifier, exécuter et administrer les projets subsidiaires. La participation des

⁴ Le coût des activités en faveur des jeunes est estimé à 12 440 800 USD, sur la base d'une cible de 70% de bénéficiaires.

structures publiques au niveau national, des États et des comtés (*payam* et *boma*) sera essentielle pour assurer la durabilité globale des interventions, en particulier pour les investissements stratégiques dans les biens publics. Les capacités des différentes institutions publiques seront renforcées de diverses manières afin de garantir l'efficacité des interventions.

III. Risques

A. Risques et mesures d'atténuation

Tableau 4

Risques et mesures d'atténuation

<i>Principaux risques</i>	<i>Mesures d'atténuation</i>
<p>Pays en situation de fragilité. Le Gouvernement de transition a un mandat de trois ans: tout conflit potentiel peut avoir un impact sur l'accord de paix et le processus de construction étatique en cours.</p> <p>Lacunes en matière de capacités institutionnelles, cadre d'action inadéquat et participation limitée des bénéficiaires à la prise de décision.</p>	<p>La composante 0 du programme prévoit la réaffectation des fonds afin d'apporter un appui d'urgence si nécessaire.</p> <p>Le programme sera exécuté selon une approche modulaire grâce à laquelle des interventions pourront être menées dans des zones précises (États, comtés), indépendamment de l'évolution de la situation dans d'autres comtés.</p> <p>L'OIT et d'autres partenaires appuieront les activités de renforcement des capacités du Ministère de l'agriculture et de la sécurité alimentaire menées dans le cadre du programme.</p> <p>Le programme sera exécuté par un organisme d'exécution tiers composé d'un groupe d'organisations non gouvernementales compétentes possédant une solide expérience de la mise en œuvre de projets visant à renforcer la résilience.</p>
<p>Environnement et contexte climatique. Répartition spatiale et temporelle inégale des ressources en eau et rareté des précipitations (sécheresse) conjuguées à des précipitations excessives et à des inondations.</p>	<p>Les plans de développement communautaire permettront de déterminer et de classer par ordre de priorité les investissements au niveau des ménages et des communautés visant à lutter contre les effets des changements climatiques grâce au financement d'une agriculture intelligente et d'infrastructures résilientes face à ces changements.</p>
<p>Gestion financière. Systèmes de contrôle interne et d'information financière inadéquats.</p>	<p>L'organisme d'exécution dispose de capacités et de systèmes de gestion financière adéquats, ainsi que d'un système de comptabilité conforme aux normes de comptabilité financière du FIDA.</p>
<p>Passation des marchés. Absence de cadre juridique et réglementaire national acceptable, retards dans la passation des marchés et capacités limitées en la matière.</p>	<p>Les dispositions figurant dans les Directives du FIDA pour la passation des marchés relatifs aux projets, le Manuel de passation des marchés et les documents standard de passation de marchés sont appliquées, et une assistance technique et une formation sont assurées de manière continue. Application de seuils bas pour l'avis de non-objection du FIDA.</p>

Tableau 5
Synthèse globale des risques

<i>Domaines de risque</i>	<i>Risque inhérent</i>	<i>Risque résiduel</i>
Volonté politique	Substantiel	Substantiel
Gouvernance	Élevé	Substantiel
Risques macroéconomiques	Élevé	Substantiel
Fragilité et sécurité	Élevé	Substantiel
Stratégies et politiques sectorielles	Substantiel	Modéré
Contexte environnemental et secteur privé	Élevé	Modéré
Capacités d'exécution et durabilité	Élevé	Modéré
Gestion financière	Substantiel	Modéré
Doléances des parties prenantes	Substantiel	Modéré
Risque global	Élevé	Modéré

B. Catégorie environnementale et sociale

32. Sur la base des activités prévues dans le cadre de deux composantes techniques, le Programme pour la résilience des moyens d'existence au Soudan du Sud est classé dans la catégorie environnementale et sociale B. Les activités susceptibles d'avoir des incidences environnementales et sociales sont notamment les suivantes: i) la remise en état et la construction d'infrastructures de gestion de l'eau; ii) la remise en état et la construction de routes de desserte rurale; iii) la remise en état et la construction d'installations de traitement et de stockage; iv) la fourniture d'intrants agricoles. Compte tenu de la taille et de l'ampleur des interventions prévues, aucune incidence environnementale et sociale significative et irréversible n'est à prévoir. Toute répercussion négative sera traitée dans le cadre des plans de gestion environnementale et sociale et d'autres mesures d'atténuation.

C. Classement au regard des risques climatiques

33. S'agissant des risques climatiques, le programme est classé dans la catégorie de risque modéré. L'analyse des risques climatiques et les évaluations de la vulnérabilité climatique couvrant tous les comtés ont été réalisées et sont jointes à la note d'examen des Procédures d'évaluation sociale, environnementale et climatique. Pour atténuer les risques, il faudra renforcer la capacité des communautés de s'adapter aux changements environnementaux et climatiques. L'analyse des risques climatiques a permis de répertorier les risques suivants: la mauvaise répartition spatiale et temporelle des ressources en eau ainsi que la rareté des précipitations (sécheresse), conjuguées à des précipitations excessives et à des inondations, autant de problèmes auxquels le programme s'attaquera.

D. Soutenabilité de la dette

34. Selon la consultation de 2019 au titre de l'article IV du Fonds monétaire international, les perspectives restent extrêmement défavorables, en raison des risques persistants d'instabilité macroéconomique et financière et de la baisse des revenus due à la chute des prix du pétrole, qui se traduisent par une détérioration de la situation humanitaire. Le budget du Gouvernement sud-soudanais s'est considérablement réduit (de 40 à 60%) au cours des dernières années, ce qui limite beaucoup la capacité des autorités à investir dans la prestation de services et à mobiliser des fonds de contrepartie. En outre, l'exécution du programme est vulnérable à une inflation élevée, qui entraîne une volatilité du taux de change. Le Fonds monétaire international a récemment approuvé un prêt de 52,3 millions d'USD dans le cadre de la Facilité de crédit rapide. Ce prêt doit permettre au pays de financer sa balance des paiements, d'atténuer l'impact de la pandémie et des chocs pétroliers sur son budget, et de disposer d'une marge de manœuvre budgétaire pour continuer à lutter contre la pauvreté et à stimuler la croissance.

IV. Exécution

A. Cadre organisationnel

Gestion et coordination du programme

35. Le Ministère de l'agriculture et de la sécurité alimentaire sera le principal organisme d'exécution. Le programme sera exécuté dans le cadre de modalités sur mesure qui prévoient la mise en œuvre des principales composantes techniques par un organisme d'exécution tiers, sous la supervision d'une UCP. Pour renforcer la capacité du Ministère d'exécuter les projets et dans une optique de durabilité, l'UCP mènera des activités de développement des capacités dans le cadre de la sous-composante 3.2.
36. L'organisme d'exécution sera constitué d'un groupe d'organisations non gouvernementales dirigé par Vétérinaires sans frontières-Allemagne, en collaboration avec Save the Children et Action Africa Help International. Ce groupe entend conjuguer les forces collectives de chaque institution en matière de nutrition et d'autonomisation des jeunes (Save the Children), de développement communautaire (Action Africa Help International) et de renforcement de la résilience des communautés agropastorales (Vétérinaires sans frontières).
37. Vétérinaires sans frontières-Allemagne, en tant que chef de file du groupe, sera responsable de la passation des marchés, de la gestion financière, du suivi-évaluation et des rapports au Gouvernement sud-soudanais et au FIDA. L'organisation conclura des accords subsidiaires avec Save the Children et Action Africa Help International, décrivant les résultats attendus. Le FIDA communiquera son avis de non-objection concernant le projet final de contrat entre le Gouvernement sud-soudanais et l'organisme d'exécution, ainsi que les accords subsidiaires entre l'organisme d'exécution (Vétérinaires sans frontières-Allemagne) et les autres membres du groupe. La composante 3 sera exécutée par le Gouvernement, en partenariat avec l'OIT.
38. L'UCP supervisera l'organisme d'exécution et sera le principal lien entre ce dernier et les organismes de supervision. L'UCP coordonnera également la participation des experts techniques du Gouvernement sud-soudanais à l'exécution du programme et assurera la liaison avec l'organisme d'exécution en vue de favoriser l'acquisition de savoirs et de promouvoir leur diffusion à l'échelle nationale et régionale.
39. Pour accroître la durabilité des opérations, le programme intégrera une approche participative communautaire à tous les niveaux, dans le but d'assurer la transparence, la responsabilité et l'appropriation des interventions. Les structures publiques décentralisées joueront un rôle clé à tous les stades de l'exécution du programme (planification, exécution, suivi-évaluation et établissement de rapports), notamment les comités de développement étatiques, les comités de développement des comtés, les comités de développement des *payam* et les comités de développement des *boma*. Les structures décentralisées auront essentiellement pour rôle d'appuyer le ciblage et le recensement des lieux et des bénéficiaires, la sensibilisation, ainsi que la gestion globale des risques sociaux et questions liées aux conflits.

Gestion financière, passation des marchés et gouvernance

40. **Gestion financière.** Le Gouvernement sud-soudanais a repris sa réforme de la gestion des finances publiques, qui n'en est qu'à ses débuts. Le risque inhérent de gestion financière est considéré comme substantiel. Grâce aux mesures d'atténuation proposées, en particulier le recours à un organisme d'exécution appliquant des systèmes et des politiques de gestion financière adéquats, ce risque est atténué à un niveau modéré. L'organisme d'exécution sera responsable de tous les aspects de la gestion financière des projets, tandis que le Gouvernement sud-soudanais, par l'intermédiaire de l'UCP, assurera une supervision et un suivi supplémentaires de l'utilisation des fonds, conformément au mémorandum d'accord

qui sera signé. Tout rapport présenté au FIDA sera soumis à l'approbation finale du Gouvernement sud-soudanais. Le programme sera exécuté dans le respect des Normes internationales d'information financière, et les comptes seront tenus conformément aux Normes comptables internationales pour le secteur public. Les fonds seront versés directement par le FIDA à l'organisme d'exécution, à l'exception des fonds prévus pour la sous-composante 3.2, qui seront versés au Ministère de l'agriculture et de la sécurité alimentaire pour appuyer l'UCP chargée de superviser l'exécution de cette sous-composante. Les fonds du FIDA seront décaissés sur la base d'un compte renouvelable à l'intention de l'organisme d'exécution et du Ministère.

41. **Passation des marchés.** Le programme sera entièrement conforme au cadre de passation des marchés du FIDA. L'organisme d'exécution et l'UCP bénéficieront de l'assistance technique du FIDA pour veiller au respect des processus et procédures de passation des marchés du Fonds, ainsi qu'à l'adoption des meilleures pratiques internationales en la matière. Un comité de passation des marchés sera mis en place au sein de l'organisme d'exécution et l'UCP aura la responsabilité d'examiner et de valider les principaux documents et activités de passation des marchés. Pour atténuer les risques, le seuil d'examen préalable du FIDA sera fixé à 20 000 USD. L'organisme d'exécution et le Ministère de l'agriculture et de la sécurité alimentaire devront utiliser le Système de suivi des avis de non-objection (NOTUS) pour la soumission des demandes d'avis de non-objection et le Portail clients du FIDA pour la gestion des contrats (outil de gestion des contrats).
42. **Gouvernance.** Un organisme public de supervision comprenant le Comité consultatif national et le Comité technique national assurera la supervision afin de garantir une exécution efficace du programme. Bien qu'il incombe essentiellement au Gouvernement sud-soudanais d'assurer une bonne gouvernance, toutes les parties prenantes du programme seront informées de la Politique révisée du FIDA en matière de prévention de la fraude et de la corruption dans le cadre de ses activités et opérations. Le programme sera en outre conforme à la Politique du FIDA en matière de prévention et de répression du harcèlement sexuel et de l'exploitation et des atteintes sexuelles.

Participation et retours d'information des groupes cibles, et mécanisme de réponse aux doléances⁵

43. L'équipe de programme appliquera les dispositions du Cadre des retours d'informations opérationnels des parties prenantes établi par le FIDA, et veillera à ce que les bénéficiaires prennent part aux activités tout au long du cycle du programme, depuis le démarrage jusqu'à l'achèvement. Un indicateur de suivi de la participation et des retours d'information des bénéficiaires a été inclus dans le système de suivi-évaluation.

Mécanisme de réponse aux doléances

44. Un mécanisme de réponse aux doléances a été élaboré dans le cadre de gestion environnementale et sociale ainsi que dans les Procédures d'évaluation sociale, environnementale et climatique du FIDA; ce mécanisme propose des recours au niveau des communautés et suivant des procédures juridiques institutionnelles. Le mécanisme communautaire de réponse aux doléances a recours aux structures traditionnelles existantes et facilite le règlement des différends à des niveaux plus élevés (y compris les tribunaux, si nécessaire).

⁵ Voir le Cadre des retours d'information opérationnels des parties prenantes: amélioration de la transparence, de la gouvernance et de la responsabilité (<https://webapps.ifad.org/members/eb/128/docs/french/EB-2019-128-R-13.pdf?attach=1>).

B. Planification, suivi-évaluation, apprentissage, gestion des savoirs et communication

45. **Planification.** L'élaboration du plan de travail et budget annuel sera dirigée par l'organisme d'exécution en étroite consultation avec l'UCP, les structures décentralisées, les bénéficiaires et la BAfD. Le plan de travail et budget annuel, le plan de passation de marchés et le plan de renforcement des capacités seront regroupés par l'UCP et transmis aux organes de contrôle et au FIDA pour avis de non-objection. La planification tiendra compte de la situation sécuritaire et de la situation de conflit du moment, qui détermineront le déroulement des activités. Le programme suivra une planification pluriannuelle, axée sur les résultats et liée à la réalisation de son objectif de développement.
46. **Suivi-évaluation.** L'organisme d'exécution coordonnera les procédures de suivi-évaluation, de compte rendu et de gestion des savoirs. Il sera chargé d'élaborer des rapports de suivi semestriels et annuels consolidés, de mener des sondages sur les effets directs et de réaliser des études thématiques. Une étude de référence sera effectuée durant la première année dans le but d'établir des données de base pour l'évaluation des effets directs et de l'impact. Le sondage permettra d'obtenir des données utiles au suivi des progrès accomplis dans le domaine des thématiques transversales. Les directives pour la mesure des indicateurs de base relatifs aux effets directs du FIDA serviront de référence pour l'évaluation des résultats du programme et pour la réalisation de l'étude de référence, de l'examen à mi-parcours et de l'examen à l'achèvement.
47. **Gestion des savoirs et apprentissage.** Un plan d'action en matière de gestion des savoirs sera élaboré en vue de: i) recenser les lacunes en matière de savoirs et classer par ordre de priorité les supports de connaissances à élaborer; ii) étayer systématiquement les méthodes visant à faciliter la reproduction à plus grande échelle des meilleures pratiques au Soudan du Sud ou la réutilisation d'approches innovantes élaborées ailleurs; iii) diffuser les connaissances au moyen de divers outils de communication (bulletins d'information, brochures, sites Web, radio, champs-écoles paysans). Les principaux produits du savoir concernent l'évaluation des besoins en matière de capacités, l'analyse des lacunes nutritionnelles et les profils des comtés.
48. **Communication.** Dans le cadre du programme, un plan de communication stratégique sera élaboré pour les produits axés sur des groupes particuliers, notamment le grand public et les bailleurs de fonds, de manière à les informer des interventions menées et des résultats obtenus. Le renforcement de la communication appuiera les interventions d'inclusion sociale du programme, améliorera la participation et les retours d'information des groupes et favorisera l'appropriation.

Innovations et reproduction à plus grande échelle

49. Le programme favorisera l'adaptation de nouvelles approches au contexte du pays, notamment: i) les approches participatives en matière de planification et d'allocation des ressources dans le cadre du développement à l'initiative des communautés; ii) les technologies agricoles efficaces et peu coûteuses, comme les batteuses et le séchage solaire; iii) les entreprises et les services tels que les coopératives et les associations villageoises d'épargne et de crédit; iv) les travaux publics à forte intensité de main-d'œuvre qui assurent des injections stratégiques de liquidités dans les communautés; v) l'adaptation de l'approche du Système d'apprentissage interactif entre les sexes à la programmation du développement à l'initiative des communautés.

C. Plans d'exécution

Plans de préparation à l'exécution et de démarrage

50. Un projet de plan de travail et budget annuel, un plan de passation de marchés de 18 mois et un projet de manuel d'exécution du programme ont été élaborés durant la conception. Les projets de mandats des consultants et des experts ont été établis afin d'accélérer les recrutements par l'organisme d'exécution. Le FIDA fournira une assistance technique à l'UCP et à l'organisme d'exécution pour appuyer la mise en œuvre du programme. Le Gouvernement sud-soudanais et l'organisme d'exécution devront veiller à se conformer pleinement au Portail clients, notamment au Système de suivi des avis de non-objection et aux procédures relatives à la gestion des contrats et aux données financières. Le FIDA bénéficiera de l'aide d'un consultant ou d'une consultante à long terme dans le pays, qui appuiera le Gouvernement et l'organisme d'exécution.

Supervision, examen à mi-parcours et plans d'achèvement

51. **Supervision.** Les modalités de supervision dépendront de la situation sécuritaire du moment. En raison de la capacité logistique limitée du FIDA dans le pays, la FAO sera chargée d'appuyer les missions de supervision. Compte tenu du risque associé à l'exécution de la sous-composante 3.2, le FIDA assurera des réunions de suivi trimestrielles concernant la passation des marchés et la gestion financière au cours de la première année. Dans le cadre des objectifs des missions annuelles, un examen de l'efficacité des modalités d'exécution sera réalisé pour déterminer s'il est nécessaire d'effectuer un ajustement ou une restructuration.
52. **Examen à mi-parcours.** L'examen à mi-parcours sera également l'occasion de revoir, au besoin, les principaux éléments de la conception (comme les cibles des indicateurs), puisque cette dernière a été parachevée dans le cadre des directives relatives à la COVID-19.
53. **Plans d'achèvement du programme.** À l'issue de la période d'exécution, le Gouvernement sud-soudanais devra procéder à un examen à l'achèvement du programme, en étroite coordination avec le FIDA. Il sera également procédé à une évaluation de l'impact sur les bénéficiaires, laquelle produira des éléments d'information aux fins de cet examen.

V. Instruments et pouvoirs juridiques

54. Un accord de financement entre le Gouvernement de la République du Soudan du Sud et le FIDA constituera l'instrument juridique aux termes duquel le financement proposé sera consenti à l'Emprunteur/au Bénéficiaire. Un exemplaire de l'accord de financement négocié figure à l'appendice I.
55. Le Gouvernement sud-soudanais est habilité, en vertu de ses lois, à recevoir un financement du FIDA.
56. Je certifie que le financement proposé est conforme aux dispositions de l'Accord portant création du FIDA et aux Principes et critères applicables aux financements du FIDA.

VI. Recommandation

57. Je recommande au Conseil d'administration d'approuver le financement proposé en adoptant la résolution suivante:

DÉCIDE: que le Fonds accordera au Gouvernement de la République du Soudan du Sud un prêt à des conditions particulièrement favorables d'un montant d'un million neuf cent mille dollars des États-Unis (1 900 000 USD), qui sera régi par des modalités et conditions conformes en substance aux modalités et conditions indiquées dans le présent rapport.

DÉCIDE EN OUTRE: que le Fonds accordera au Gouvernement de la République du Soudan du Sud un don d'un montant de sept millions neuf cent mille dollars des États-Unis (7 900 000 USD), qui sera régi par des modalités et conditions conformes en substance aux modalités et conditions indiquées dans le présent rapport.

Le Président
Gilbert F. Houngbo

Negotiated financing agreement: "Livelihoods Resilience Programme (SSLRP)"

(Negotiations concluded on 30 March 2021)

Loan No: _____

Grant No: _____

Project name: Livelihoods Resilience Programme (SSLRP) (the "Project")

The Republic of South Sudan (the "Borrower/Recipient")

and

The International Fund for Agricultural Development (the "Fund" or "IFAD")

(Each a "Party" and both of them collectively the "Parties")

WHEREAS, the Borrower/Recipient has requested a loan and a grant from the Fund for the purpose of financing the Project described in Schedule 1 to this Agreement;

WHEREAS, the Borrower/Recipient has undertaken to provide additional support, financially or in kind that may be needed to the Project;

WHEREAS, the Project will be carried out through the Lead Project Agency and through an Implementing Agency pursuant to a separate contract to be entered into between the Borrower/Recipient and the Implementing Agency (the "IA contract") and as applicable, separate contracts to be entered into between the Implementing Agency and the Project service providers (each "Sub-project contract");

WHEREAS, the African Development Bank (AfDB) will fund USD 5.6 million on a parallel basis through the AMVAT Development Project;

WHEREAS, the Fund has agreed to provide financing for the Project;

NOW THEREFORE, the Parties hereby agree as follows:

Section A

1. The following documents collectively form this Agreement: this document, the Project Description and Implementation Arrangements (Schedule 1), the Allocation Table (Schedule 2), and the Special Covenants (Schedule 3).

2. The Fund's General Conditions for Agricultural Development Financing dated 29 April 2009, amended as of December 2018, and as may be amended hereafter from time to time (the "General Conditions") are annexed to this Agreement, and all provisions thereof shall apply to this Agreement. For the purposes of this Agreement the terms defined in the General Conditions shall have the meanings set forth therein, unless the Parties shall otherwise agree in this Agreement.

3. The Fund shall provide a Loan and a Grant (the "Financing") to the Borrower/Recipient, which the Borrower/Recipient shall use to implement the Project in accordance with the terms and conditions of this Agreement.

Section B

1. A. The amount of the Loan is one million nine hundred thousand US dollars (USD 1,900,000).
B. The amount of the Grant is seven million nine hundred thousand US dollars (USD 7,900,000).
2. The Loan is granted on highly concessional terms.
3. The Loan Service Payment Currency shall be in USD.
4. The first day of the applicable Fiscal Year shall be 1st of July.
5. Payments of the service charge shall be payable on each 15 of June and 15 of December.
6. There shall be two Designated Account(s) in USD, for the exclusive use of the Project, managed respectively by the Project Coordination Unit (PCU) and IA for their respective implementation areas as specified in Schedule I to this Agreement. The Borrower/Recipient shall inform the Fund of the officials authorized to operate the Designated Accounts.
7. Two Project Accounts shall be opened in local currency by the PCU and IA respectively for the components they will be responsible for implementing as specified in Schedule I to this Agreement.
8. The Borrower/Recipient shall provide counterpart financing for the Project in an estimated amount equivalent to one million and six hundred thousand USD dollars (USD 1,600,000), in the form of taxes and duties.

Section C

1. The Lead Project Agency shall be the Borrower/Recipient's Ministry of Agriculture and Food Security (MAFS) or any successor thereto. The Lead Project Agency will designate the role of Implementing Agency for Component 1 and Component 2 to VSF-Germany, while Component 3 will be implemented by the Lead Project Agency.
2. The Project service providers (as defined in Schedule 1, Part II of this Agreement) are designated as additional Project Parties.
3. A Mid-Term Review will be conducted as specified in Section 8.03 (b) and (c) of the General Conditions, with the joint participation of the Project Parties; however, the Parties may agree on a different date for the Mid-Term Review of the implementation of the Project.
4. The Project Completion Date shall be the sixth anniversary of the date of entry into force of this Agreement.
5. Procurement of goods, works and services financed by the Financing shall be carried out entirely in accordance with IFAD's Project Procurement Framework, including, inter alia, IFAD's Project Procurement Guidelines, Procurement Handbook and Standard Procurement Documents, to the exclusion of any national system.

Section D

The Fund shall administer the Financing and supervise the Project.

Section E

1. The following are designated as additional grounds for suspension of this Agreement:
 - (a) The Project Implementation Manual (PIM) and/or any provision thereof, has been waived, suspended, terminated, amended or modified without the prior agreement of the Fund and the Fund, after consultation with the Borrower/Recipient, has determined that it has had, or is likely to have, a material adverse effect on the Project;
 - (b) The IA contract or the sub-project contracts entered into or any provision thereof has been assigned, waived, suspended, terminated, amended or modified and the Fund after consultation with the Borrower/Recipient, has determined that it has had, or is likely to have, a material adverse effect on the Project.
2. The following are designated as additional general conditions precedent to withdrawal:
 - (a) The IFAD No Objection to the PIM has been obtained;
 - (b) The key Project Personnel have been appointed in accordance with paragraph 7.3 of Schedule 1, Part II of this Agreement;
 - (c) The Borrower/Recipient has procured and installed an accounting software acceptable to the Fund as satisfying best practice for donor-funded projects, for use by the PCU and IA.
 - (d) The draft IA contract has been prepared and obtained IFAD's No Objection;
 - (e) The County Profiles have been duly prepared and submitted to IFAD for No Objection
 - (f) Gender and Targeting Strategy has been prepared and submitted to IFAD for No Objection.
3. The following are the designated representatives for the purpose of Section 15.03 of the General Conditions:

For the Borrower/Recipient:

His Excellency
Minister of Finance and Planning
Republic of South Sudan

For the Fund:

President
International Fund for Agricultural Development
Via Paolo di Dono 44
00142 Rome, Italy

4. The following are addresses to be used for any communication related to this Agreement for the purposes of Section 15.01 of the General Conditions:

For the Borrower/Recipient:

Deputy Minister of Finance and Economic Planning
Republic of South Sudan
Juba

Undersecretary for Planning
Ministry of Finance and Economic Planning
Republic of South Sudan
Juba

Minister of Agriculture and Food Security
Republic of South Sudan
Juba

Deputy Minister
Ministry for Agriculture and Food Security
Republic of South Sudan
Juba

Undersecretary, Food Security
Ministry for Agriculture and Food Security
Republic of South Sudan
Juba

For the Fund:

Regional Director
East and Southern Africa Division
International Fund for Agricultural Development
Via Paolo di Dono 44
00142 Rome, Italy

Country Director
East and Southern Africa Division
International Fund for Agricultural Development
Via Paolo di Dono 44
00142 Rome, Italy

This Agreement, [dated _____], has been prepared in the English language in two (2) original copies, one (1) for the Fund and one (1) for the Borrower/Recipient.

THE REPUBLIC OF SOUTH SUDAN

"[Authorised Representative Name]"
"[Authorised Representative title]"

Date: _____

INTERNATIONAL FUND FOR
AGRICULTURAL DEVELOPMENT

Gilbert F. Houngbo
President

Date: _____

Schedule 1

Project Description and Implementation Arrangements

I. Project Description

1. *Target Population.* The primary target group are poor, food insecure smallholder producers engaged in fishing, cropping, and livestock production. Within these groups, there will be special emphasis on the inclusion of youth, women and vulnerable groups, such as women headed households and returnees and persons with disabilities who will receive specific attention to facilitate their social integration in agricultural production and economic activities.

2. *Project area.* SSLRP will be implemented in three (out of 10) States and five Counties: Eastern Equatoria (Magwi and Torit); Central Equatoria (Kajo Keji and Terekeka) and Jonglei (Bor). The Project will directly target 38,800 poor households. Within each of the three Counties, three Payams will be selected. Selection of Payams and Bomas will be done in consultation with the county administration and will follow the geographical criteria used in selecting the States and Counties.

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

4. *Objectives.* SSLRP has two main outcomes: a) communities empowered to plan and implement investments that stabilize livelihoods and build assets at the household and community levels; and b) improved access to productive assets, services and climate resilient infrastructure.

5. *Components.* The Project shall consist of the following Components: 1) Community Driven Development Planning; 2) Agriculture Production and Rural Livelihood Support, 3) Project Support and Capacity Building.

Component 0), Disaster Risk Reduction and Management, aims at providing a timely response when adverse conditions e.g. weather extremes, conflict or calamities like COVID-19 pandemic occur. Component 0 can only be triggered following the declaration of an emergency situation by the Borrower/Recipient, and/or by other competent authorities in agreement with the Borrower/Recipient. Funds would be reallocated from other components to support crisis modification under this component.

5.1 Component 1) Community Driven Development Planning

This Component's objectives are to: a) build strong and inclusive Community Based Organizations (CBOs) that will serve as promoters and managers of socio-economic change; b) work with CBOs to develop climate and gender responsive Community Development Plans (CDPs) that respond to beneficiaries' priorities; and c) identify strategic productive investments to enhance the effectiveness of the CDPs. The CDP process will be underpinned by the development of County Profiles, which will identify the key opportunities and constraints, market dynamics, infrastructure gaps, and context for IFAD's mainstreaming themes. CDP development will be achieved through a guided facilitation process.

Subcomponent 1.1: Build Strong and Inclusive Community Based Organizations (CBOs)

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

5.2 Component 2) Agriculture Production and Rural livelihood Support

This Component will finance approved CDPs developed under Component 1, and strategic investments identified through the County Profiles and the CDPs. The types of activities to be financed include: a) labour intensive community civil works; b) agriculture production and increased productivity of households; c) off-farm income generating activities such as processing; d) strategic infrastructure for increased market linkages; and e) skills enhancement for young people to provide agriculture advisory services.

Subcomponent 2.1: Investments for Climate-Sensitive Agriculture Production and Rural Livelihoods

Subcomponent 2.2 - Community Infrastructure to Support Production and Marketing

5.3 Component 3) Project Support and Capacity Building

The objective of the Component is twofold: a) to manage SSLRP in an efficient and effective manner by providing overall coordination to planning and implementation, financial management and control, procurement support, Monitoring and Evaluation, knowledge management, and progress reporting; and b) augment the capacity of government institutions to facilitate participatory planning and development processes. SSLRP will support strengthening the national policy framework for agriculture and rural development. SSLRP will collaborate with the International Labour Organisation (ILO) and/or other Development Partners (DPs) on the development of: a) National Cooperatives Development Policy Framework and Strategy – this would provide guidance on the formation, growth and development of cooperative enterprises in the country; and b) National Rural Financial Policy Framework; it would guide the delivery of financial services to smallholder producers and resource poor farmers in the rural areas.

Subcomponent 3.1: Institutional Capacity Building and Policy Support.

II. Implementation Arrangements

6. **Lead Project Agency (LPA).** The Ministry of Agriculture and Food Security (MAFS) will be the LPA.

7. **Implementing agency (IA).** MAFS will designate VSF-Germany as the Lead Implementing Agency for Component 1 and Component 2. VSF-Germany will implement these two components in consortium with Save the Children and Action Africa Help International (AAHI) as Project service providers. VSF- Germany will implement the technical components under the oversight of a Government-led Project Coordination Unit (PCU). VSF-Germany will be responsible for procurement, financial management, M&E and meeting all the reporting requirements to the Borrower/Recipient and to IFAD for Component 2, while consolidation will take place at the PCU for transmission to IFAD and Oversight Bodies.

The IA will work closely with the PCU and the target States and Counties during activity planning and implementation to ensure consistency with State and County development agendas. The IA may work through local partners and service providers, as well as government frontline extension agents, where they exist.

7.1. *Other agreements.* The Borrower/Recipient, through MAFS, and VSF-Germany will enter into a contract, and VSF-Germany will enter into sub-project contracts with Save the Children, AAHI and other service providers, outlining specific deliverables under SSLRP. IFAD will provide its No Objection to the final draft IA contract, and to the sub-project contracts.

MAFS will implement Component 3 of the Project through the PCU, through service providers such as International Labour Organization (ILO) and other DPs to support cooperative development. IFAD will provide its No Objection to the sub-project contracts and/or MOUs with other service providers.

7.2 Responsibilities. The IA will be responsible for the implementation of the core technical Components 1 and 2. The main responsibilities of the IA will be to: a) prepare and execute the Annual Work Plans and Budgets (AWPBs), implementation progress and financial reports for components 1 and 2, which will be consolidated by the Project Coordination Unit (PCU) (for review, comment and onward forwarding to the oversight body National Technical Committee (NTC) and National Advisory Committee (NAC) and submission to IFAD; b) M&E, fiduciary and procurement systems and capacities and undertake relevant project-related fiduciary functions in compliance with IFAD Guidelines; c) work closely with the PCU and the target States and Counties during planning and implementation to ensure consistency with State and County development agendas. The IA will use government frontline extension agents where they exist, with the dual objective of strengthening their capacity and to serve as part of the exit strategy.

8. Project Management Team (PMT) under the IA. A PMT will coordinate and oversee SSLRP activity implementation. The PMT will be established under VSF-Germany within 3 months after the signing of the IA contract between MAFS and VSF-Germany.

8.1 Composition of the PMT: a) Project Manager; b) Technical Coordinator ; c) Monitoring, Evaluation and KM Officer; d) Financial Management Officer; and e) Procurement Officer. The IA will also ensure that it makes adequate arrangements for the effective implementation of the mainstreaming themes of gender, youth, nutrition and Climate Change.

8.2 Responsibilities. The PMT in the IA will be responsible for the overall implementation, coordination, and monitoring of progress of the Project. In doing so, it will supervise the work of the project service providers, and work very closely with the target communities, frontline extension agents and other relevant stakeholders, in the implementation of the Project. It will provide coordination and technical support throughout the life of the Project, including submission of project reports.

9. Project Coordination Unit (PCU). The PCU will be established as part of capacity development of MAFS and will oversee project coordination, and contracting and supervision of the IA. No later than 6 months after entry into force of this Agreement, the Borrower/Recipient shall establish, and thereafter maintain throughout the period of implementation of the Project a PCU. The PCU will be responsible for providing oversight to VSF-Germany and the work of the PMT.

9.1 Composition. The preliminary staff composition of the PCU is as follows: a) Project Coordinator; b) Monitoring, Evaluation and Knowledge Management Officer; c) Financial Management Officer and Accountant; d) Procurement Officer; e) Project Assistant; and f) Driver. The composition of the PCU will be revised in line with new responsibilities assigned to it under the proposal on Institutional Strengthening and Capacity Building for Agricultural Development in South Sudan and other relevant initiatives.

9.2 Responsibilities. The main role of the PCU will be to interface with IFAD and the Oversight Bodies i.e. National Technical Committee (NTC) and National Advisory Committee (NAC) and consolidate the AWPB, Progress and Financial Reports for transmittal to the oversight bodies and IFAD. It will also coordinate the engagement of Borrower/Recipient technical experts in the implementation of the Project, and liaise with the IA to capture generated knowledge and facilitate dissemination nationally and regionally. The PCU will also be expected to undertake periodic monitoring of the Project in the field and facilitate IFAD's supervision and implementation support missions.

A government oversight body, comprising the NAC and NTC, will provide an oversight role to ensure effective SSLRP implementation:

10. **National Advisory Committee (NAC).** It is an existing governance structure that will provide the oversight function to the Project. It is chaired by the Undersecretary in the Ministry of Agriculture and Food Security and Co-chaired by the Undersecretary Ministry of Finance and Economic Planning. NAC's core responsibility will be to provide overall policy and strategic guidance and advice to the Project for effective smooth and accountable implementation. NAC coordinates with senior management of other government ministries and development partners at all levels on issues related to related to the project; provides strategic and policy advice on quarterly and annual project progress reports and work plans and approves AWPBs and progress reports before they are submitted to IFAD for No Objection.

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

12. **Contract with implementing agency (IA contract).** The Borrower/Recipient will enter into a contract with VSF Germany for the implementation of the core technical components i.e. Component 1, Component 2 and Component 4. The IA contract will be subject to the Fund's No Objection. The IA contract will indicate the delegation of implementation responsibility for Component 1 and Component 2 by the Government of South Sudan. It will also detail a set of performance based objectives and indicators aligned to the implementation of Annual Work Plans and Budgets.

13. **Project Service providers.** Project service providers shall be AAHI and Save the Children, and shall be vested with implementation responsibilities under the Project pursuant to the terms and conditions of this agreement, and as established in the PIM and in the respective Sub-project contracts.

13.1. *Sub-project contracts.* The IA shall enter into a Sub-project contract with each Project service provider under terms and conditions satisfactory to the Fund and subject to the Fund's No Objection, which shall, *inter alia*, include the following:

- (i) AAHI as Project service provider shall support the implementation of Component 1 on the implementation of the Community Demand Driven Development (CDD).
- (ii) Save the Children as Project service provider shall support the mainstreaming of gender, youth and nutrition across the activities in Component 1 and Component 2.

14. **Project Implementation Manual (PIM).** The Borrower/Recipient shall prepare and adopt, in form and substance acceptable to the Fund and subject to the Fund's No Objection, and thereafter carry out the Project in accordance with, the Project Implementation Manual ("PIM"), which manual shall set forth the institutional arrangements for the implementation of the Project, including the coordination arrangements as elaborated in Annex 2 of the PIM in the Responsibility and Accountability Matrices of the SSLRP Stakeholders, financial management and procurement arrangements.

In the event of conflict between the provisions of the PIM and those of this Agreement, the provisions of this Agreement shall prevail. Except as the Fund shall otherwise agree, the Borrower/Recipient shall not amend, abrogate, waiver or fail to enforce any provisions of the PIM without the prior written agreement of the Fund.

The PIM may be amended if and when necessary, and the Project shall adopt the amended PIM substantially in the form approved by the Fund.

15. **Monitoring and evaluation (M&E).** SSLRP's M&E system will seek to strengthen the capacity of primary stakeholders to manage the resources over which they have decision making power. Accordingly, SSLRP will adopt a hybrid type of monitoring which will combine monitoring based on the logical framework and community monitoring. The former will seek to strengthen primary stakeholder engagement and feedback while the latter will focus on providing information needed for impact-oriented project management.

The Project will collect data on project inputs/activities and the resulting outputs. Data on the project's intended outcomes will be collected annually through outcome surveys.

The M&E team will also collect, or facilitate the collection of, data on mainstreaming themes and grievance redress mechanism. These will be incorporated into annual outcome and impact surveys. Data on community indicators will also be collected annually from the second year of project implementation through community monitoring surveys.

Institutionally, the M&E will have multiple levels, that is IA, State, County, Payam and community levels that will be aligned with the project management system. Overall responsibility of M&E will rest with the IA's M&E officer who will be supported by state and county focal points and CFs. The IA's M&E officer will consolidate data and reports from states and validate the information. The officer will prepare progress reports linking physical achievements to the financial progress and estimating overall achievement of project objectives. The Project will operationalize satisfactory home-grown models of monitoring and evaluation, which will include bottom-up participatory and community-based internal learning aspects.

The PCU will carry out at least two monitoring visits per year to the target areas to ensure Government engagement and promote capacity building.

Schedule 2

Allocation Table

1. *Allocation of Financing Proceeds.* (a) The Table below sets forth the Categories of Eligible Expenditures to be financed by the Financing and the allocation of the amounts to each category of the Financing and the percentages of expenditures for items to be financed in each Category:

Category	Loan Amount Allocated (expressed in USD)	Grant Amount Allocated (expressed in USD)	Percentage (net of tax)
1.Grants	930 000	3 130 000	100%
2.Goods, services and inputs	810 000	2 970 000	100%
3.Consultancies	100 000	1 010 000	100%
4.Recurrent costs	60 000	790 000	100%
TOTAL	1 900 000	7 900 000	

(b) The terms used in the Table above are defined as follows:

- (i) Grants includes funds availed to finance Community Development Plans (CDPs) and Strategic Investments identified by the communities.
- (ii) Goods, services and inputs includes training
- (iii) Recurrent costs include salaries and allowances of PCU staff and PCU operating costs

2. *Disbursement arrangements*

(a) *Start-up Advance.* Withdrawals in respect of expenditures for start-up costs in Category(ies) 2, 3 and 4 incurred before the satisfaction of the general conditions precedent to withdrawal shall not exceed an aggregate amount of USD 50,000 and USD 200,000 for the PCU and IA respectively. Activities to be financed by Start-up Costs will require the No Objection from IFAD to be considered eligible.

Schedule 3

Special Covenants

In accordance with Section 12.01(a) (xxiii) of the General Conditions, the Fund may suspend, in whole or in part, the right of the Borrower/Recipient to request withdrawals from the Loan and Grant Accounts if the Borrower/Recipient has defaulted in the performance of any covenant set forth below, and the Fund has determined that such default has had, or is likely to have, a material adverse effect on the Project:

1. *Planning, Monitoring and Evaluation.* The Borrower/Recipient shall ensure that (i) a Planning, Monitoring and Evaluation (PM&E) system shall be established within twelve (12) months from the date of entry into force of this Agreement.
2. As of the entry into force of this Agreement, the Borrower/Recipient covenants that:
a) it shall obtain or cause to be obtained a covenant from any Project Party, to whom Financing may be disbursed under this Agreement, that such funds will not be used for any purpose contrary to this Agreement. This may include incorporating provisions in the IA contract and sub-project contracts to act in compliance with all IFAD Policies; b) it shall include in its IA contract or any other contract with service providers involved in the Project an obligation to refund any unused resources of the Financing.
3. *Compliance with the Social Environmental and Climate Assessment Procedures (SECAP).* The Borrower/Recipient shall ensure that the Project/Project will be implemented in compliance with IFAD's SECAP.

Environment and Social Safeguards. (i) The Borrower/Recipient shall ensure that: (a) all Project activities are implemented in strict conformity with the Borrower/Recipient's relevant laws/regulations; (b) all Project activities give special consideration to the participation and practices of ethnic minority population in compliance with IFAD's Policy on Indigenous Peoples (2009), as appropriate; (c) proposals for civil works include confirmation that no involuntary land acquisition or resettlement is required under the Project. In the event of unforeseen land acquisition or involuntary resettlement under the Project, the Borrower/Recipient shall ensure that the Free Prior and Informed Consent (FPIC) principles are applied and cause the Project Parties to prepare, the necessary planning documents in compliance with IFAD's SECAP; (d) women and men shall be paid equal remuneration for work of equal value under the Project; (e) recourse to child labour is not made under the Project; and (f) all necessary and appropriate measures to prepare and implement a Gender and Targeting Strategy and Action Plan to ensure that women can participate and benefit equitably under the Project are duly taken.

(ii) The Borrower/Recipient shall ensure, and cause the Project Parties to ensure, that the Project is carried out in accordance with the provisions of the Environmental and Social Management Framework ("ESMF").

(iii) The Borrower/Recipient shall prepare site specific ESMPs based on the risk screening for each sub-project.

4. *Anticorruption Measures.* The Borrower/Recipient shall comply with IFAD *Policy on Preventing Fraud and Corruption in its Activities and Operations.*

5. *Sexual Harassment, Sexual Exploitation and Abuse.* The Borrower/Recipient shall ensure that the Project is carried out in accordance with the provisions of the IFAD *Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse*, as may be amended from time to time.

6. IFAD Client Portal (ICP). The Borrower/Recipient shall ensure full compliance with ICP within 12 months after project effectiveness.

Logical framework

Results Hierarchy	Indicator				Means of Verification			Assumptions (A) / Risks (R)
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Who	
Outreach	1. Number of persons receiving services promoted or supported by the programme				Progress reports	Six monthly	IA	Government of national unity will continue to be effective for peace and stability to continue prevailing (A) Continued Government commitment and implementation of the reforms agenda under Revitalised Peace Agreement (A) Government of national unity will continue ensure peace and stability (A)
	1a. Corresponding number of households reached ****							
	Households - Number	0	11 600	38 880				
	1b. Estimated corresponding total number of household members							
	Total number of HH members	0	67 280	225 504 ⁶				
	Males – Number	0	20 184	90 202				
	Females - Number	0	40 368	135 302				
Youth – Number	0	47 096	157 853					
Programme Goal Contribute to improved and resilient livelihoods among the targeted rural communities	Indicator 1: Increase in household asset index⁷				National statistics, household, poverty and gender studies	Baseline, mid-term, completion	MAFS, IA	70 per cent of the rural population are considered as youth Investments in climate resilient infrastructure and agricultural technologies promote increased production (A) Increased income is used on household improvements (A) Effectiveness of local government structures to support the programme interventions – Community Development Committees (CDCs) and Payam Development Committees (PDCs)
	Number	0	25	60				
	Indicator 2: Percentage of women reporting minimum dietary diversity (MDDW) (1.2.8)*, ****							
	Women - Percentage	0	25	60				
	Women - Number	0	11 600	17 400				
	Households - Percentage	0	25	60				
	Households - Numbers	0	11 600	17 400				
Household members	0	69 600	104 400					
Development Objective Empower communities to participate in decision-making processes that will recover agriculture livelihoods, build household resilience and promote stability	Indicator 3: Number of households reporting increase in yields of over 25% above baseline (Design adoption rate 60%) ****				National statistics, household, poverty and gender studies	AOS, Baseline, midline and completion	IA	
	Number	0	6 960	23 328				
	Indicator 4: Percentage of households satisfied with programme supported services (CI SF.2.1)							
	Percentage	0	40	80				
	Indicator 5: Percentage of individuals demonstrating an improvement in empowerment (CI IE 2.1)							
Percentage	0	25	60					
Outcome 1 Communities empowered to plan and implement investments that stabilize livelihoods and build assets at the household and community levels	Indicator 6: Percentage of CBOs successfully implementing a CDP				Impact assessment baseline, midline, completion and annual outcome studies	Baseline, mid-term, completion, AOS	IA	CDD approach is essential to facilitating social cohesion & economic development Intra-communal dynamics facilitate social inclusion and cohesion Strategic infrastructure is implemented and maintained by the communities
	Percentage	0	40	80				
	Women only	0	30	30				
	Indicator 7: Percentage of households reporting they can influence decision-making of local authorities and programme-supported service providers (CI SF 2.2)							
Percentage	TBC	40	80					
Output 1.1 County profiles compiled	Indicator 8: Number of County profiles prepared				Service provider report	MTR and completion	IA, Service Providers	
	Number	0	5	5				
Output 1.2 CBOs established or strengthened	Indicator 9: Number of Community Based Organisations (CBOs) established and strengthened				M&E Reports			
	Number	0	159	542				
	Women-only CBOs	0	48	163				
Outcome 2 Improved access to productive assets, services and climate resilient infrastructure	Indicator 10: Percentage of households reporting improved physical access to markets, processing and storage facilities (2.2.6)***, ****				Impact assessment report, Programme reports	Baseline, mid-term, MTR, AOS and completion	IA	Communities are more likely to demand the following infrastructure – water supply, processing and storage facilities
	Percentage	0	40	80				
	Indicator 11: Percentage of households reporting adoption of environmentally sustainable and climate-resilient technologies and practices (CI 3.2.2)**, ****							

⁶ Calculated based on an average family size of 5.8

⁷ To be derived from a basket of productive assets owned by a household and used as a proxy for increase in household income.

Results Hierarchy	Indicator			Means of Verification			Assumptions (A) / Risks (R)
	Name	Baseline	Mid-Term	End Target	Source	Frequency	
	Households - Percentage	0	25	60	Service provider report M&E Reports		Strategic infrastructure identified, implemented and maintained by the communities Changes in weather patterns will not considerably vary from predictions, both in type & magnitude of change Investments in infrastructure can lead to increased production, access to markets & improved nutrition Intra-communal stability is maintained Successful revisions and operationalisation of the National Nutrition Policy Returnee youth are successfully mobilised to engage in Labour intensive public works (LIPW)
	Households - Number	0	4 860	23 328			
	Total number of household members	0	29 160	139 968			
	Women - Number	0	2 900	23 328			
	Men - Number	0	1 450	11 664			
	Youth - Number	0	3 045	24 494			
	Indicator 12: Percentage of households reporting an increase in production (1.2.4)***, ****						
	Number	TBC	40	60			
	Indicator 13: Number of temporary jobs created for youth						
	Number	0	1 000	2 600			
Output 2.1 Increased physical access to markets, processing and storage facilities	Indicator 14: Number of kilometres of roads constructed, rehabilitated or upgraded (2.1.5)			Service provider report M&E Reports	MTR, AOS and completion	IA, Service Providers IA, Service Providers	
	Kilometers	0	30				95
Output 2.2 Increased access to marketing, processing and storage facilities	Indicator 15: Number of market, processing or storage facilities constructed or rehabilitated (2.1.6)						
	Processing facilities	0	15				46
	Storage facilities	0					
	Market Infrastructure	0					
Output 2.3 Strengthened environmental sustainability and climate resilience of poor rural people's economic activities	Indicator 16: Number of groups supported to sustainably manage natural resources and climate-related risks (1.6.11)						
	Number	0	159				542
	Women-only groups	0	48				163
Output 2.3 Access to agricultural technologies and production services	Indicator 17: Number of rural producers accessing production inputs and/or technological packages (modified current RIMS indicators 1.2.6/1.2.7)						
	Number	0	159				542
Output 2.4 Communities receive nutrition support	Indicator 18: Households provided with targeted support to improve their nutrition (CI 1.1.8)						
	Household - Number	0	11 600				17 400
	Household members benefitted	0	69 600				104 400
	Total persons participating	0	17 400				26 100
	Women - Number	0	11 600				17 400
	Men - Number	0	5 800				8 700
	Youth - Number	0	4 640	11 600			
Outcome 3. Capacities strengthened at community, state & local government levels to support programme implementation	Indicator 19: Number of existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment (Policy 3)			Programme service provider and impact assessment reports M&E Reports	Baseline, mid-term, quarterly, MTR and completion	IA reports	
	Number	0	1				2
Output 3.1	Indicator 20: Capacity needs assessment prepared						
	Number	0	1				1
Output 3.2	Indicator 21: Number of trainings provided to GoSS staff at central and decentralised levels			Service provider and M&E reports	MTR and completion	IA, Service Providers	
	Number	0	5				5
Output 3.2	Indicator 22: Number of policy-relevant knowledge products completed (Policy 1)			Service provider and M&E reports	MTR and completion	IA, Service Providers	
	Number	0	1				3

Integrated programme risk matrix

Risk Categories and Subcategories	Inherent	Residual
Country Context	High	Substantial
Political Commitment	Substantial	Substantial
<p>Risk(s): The Transitional Government has a 3-year validity, with elections due in 2022/2023. Any potential conflict may impact on the Peace Agreement, and the ongoing State Building and sustainable development efforts. If the new Government of National Unity does not focus on rebuilding livelihoods for the massive numbers of returnees and internally displaced persons (IDPs), the peace deal may fail and conflict may resume</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> • Component 0 will enable SSLRP to reallocate funds to provide emergency support as required. SSLRP will also coordinate with humanitarian agencies such as UNHCR, to tap into their early warning systems, to be able to better predict emerging conflict. • SSLRP will be implemented in a modular approach premised on the County Development Plans, allowing for implementation of interventions in specific locations (Payams, Counties), independent of the developments in the other Counties. • IFAD will monitor in-kind contributions to fully capture the contribution of the Government and beneficiaries. SSLRP expects a very modest counterpart funding from the Government (US\$950 000) and beneficiaries (US\$366 000). IFAD is seeking to mobilise co financing from Dev partners – Dutch, Germans, and African Development Bank (AfDB). 		
Governance	High	Substantial
<p>Risk(s): Capacity and system deficits in public sector institutions, revenue and expenditure systems, legal frameworks, accountability frameworks and systems for provision of services to citizens would negatively impact the effective implementation of SSLRP through Government structures. South Sudan has a Public Financial Management and Accountability Act that guides the public financial management architecture. However, there are no established standards governing preparation of financial statements or verification of corporate financial reporting. This results in insufficient accountability, a lack of transparency and creates gaps in financial reporting. The decentralisation policy is not yet fully implemented and may impact on the coordination between the Central and Decentralised government.</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> • SSLRP will be implemented through a Third Party IA consisting of a consortium of competent NGOs with a strong track record, as well as systems and capacities, in implementing resilience projects. The IA will work with decentralized government agencies, and strengthen the county development committees (CDCs), and the payam development committees (PDCs), which all play a critical role in the implementation and sustainability of SSLRP. The IA will use IFAD's Project Procurement Framework in its entirety • IFAD will engage in dialogue with the IMF, WB, AfDB) and development partner representatives in the ongoing public financial 		

Risk Categories and Subcategories	Inherent	Residual
<p>management (PFM) reforms working group, set up to strengthen financial governance in the National Revenue Authority and realign the budget towards service delivery.</p> <ul style="list-style-type: none"> ● In subcomponent 3.2 SSLRP in partnership with other IFIs (e.g. AFDB and World Bank) will build capacities of the PCU and decentralised State in financial management, internal control frameworks, M&E, and procurement. By programme end the GoSS PCU will be able to take on increased implementation of future donor projects. ● SSLRP will work with ILO to strengthen the Cooperative Development Policy Framework under sub-component 3.2 		
Macroeconomic	High	Substantial
<p>Risk(s): According to the IMF article IV consultations of 2019, the outlook remains extremely difficult, with continuing threats to macroeconomic and financial stability, declining income due to low oil prices, resulting in deteriorating humanitarian conditions. GoSS has therefore persistently experienced significant budget shortfalls (40 per cent – 60 per cent) over the past few years, which significantly strains the Country's ability to investment in service provision and mobilise counterpart funds. In addition, the South Sudanese Pound (SSP) is facing high inflation, resulting in volatility of exchange rate and a thriving black market. The discrepancy between official exchange rate and the black market may distort the profitability analysis of the programme in the EFA</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> ● IFAD's allocation to South Sudan is under DSF terms i.e. 80% grant and a 20 % loan at highly concessional terms, with a grace period of 10 years, which will enable GoSS to recover before repayments are required. ● IMF has just granted GoSS a US\$52.3 million emergency loan under the Rapid Credit Facility to help its economy weather the shock of the COVID-19 pandemic. It is expected that this loan will contribute towards stabilising the SSP currency. ● IFAD will dialogue with the IFI (IMF, WB, AFDB) and Development Partner representatives in the ongoing Public Financial Management (PFM) reforms working group which is working to strengthen financial governance in the Ministry of Finance, National Revenue Authority, Tax Management and realign the budget towards service delivery. ● Profitability analysis for SSLRP has been run in USD, to mitigate the volatility of the exchange rate and ensure realistic price/expenditure scenarios for internationally sourced goods. ● IFAD supervision missions will continuously review value for money to address any potential expenditure increases. 		
Fragility and security	High	Substantial
<p>Risk(s): Historical, political, social and economic marginalization has resulted in tensions due to ethnic divisions, corruption and power struggles. This has resulted in outbreaks of conflict, the breakdown of governance structures and law and order, and disruption of community institutions that support livelihoods. There is also on-going inter community conflict due to competition for natural resources. The country is expected to hold elections in 2023, which</p>		

Risk Categories and Subcategories	Inherent	Residual
<p>may potentially impact the security situation. The country is also affected by the Desert locust phenomenon which is devastating food and nutrition security across East Africa. COVID-19 may impact on community engagement due to restrictions to gatherings</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> ● The programme will integrate adaptive programming with scenario based planning and modular implementation, to enable the programme to respond to potential security risks in different locations. SSLRP will work with humanitarian agencies i.e. UNHCR, WFP to i) identify beneficiaries graduating from humanitarian assistance that are ready for SSLRP interventions, ii) share information from their early warning systems and iii) provide information on conflict analysis. ● SSLRP includes an un-costed component 0 to address any potential disasters and emergency situations arising from the programme. If needed, funds will be reallocated from other Components to provide emergency support in support of a GoSS emergency response. ● SSLRP will provide employment opportunities for the youth, which may dissuade them from engaging in conflict activities. ● Missions will ensure full compliance with Minimum Operational Security Standards (MOSS) & partnership with other IFIs and/or UN agencies for implementation ● IFAD will engage third party programme supervision modalities if the security situation is not conducive for IFAD missions ● SLRP will follow all GoSS COVID-19 protocols. 		
Sector Strategies and Policies	Substantial	Moderate
Policy alignment	Low	Low
<p>Risk(s): While the foundational policy framework for agriculture development exists and aligns well with IFAD's Strategic Framework and priority areas, there is a need to revise these frameworks to ensure full alignment with the emergent focus on a stronger role for the agriculture sector to support economic diversification. The key policy documents include - The Agriculture Sector Policy Framework 2012 2017, Comprehensive Agriculture Master Plan, Irrigation Development Master Plan (CAMP/IDMP) 2015–2040, National Nutrition Policy. In view of the Peace Agreement and the restructuring of the economy, these will need to be revised to support operationalisation and to trigger an agriculture transformation in the country. On the mainstreaming themes, South Sudan has been a member to the Scaling Up Nutrition (SUN) Movement since 2016, although it lacks the relevant nutrition legislation, while the Food and Nutrition Policy is under preparation.</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> ● SSLRP will support the development of the Cooperative Development Policy Framework and the Rural and Agriculture Finance Policy under sub-component 3.2. ● SSLRP will support the implementation of Local Government Development Policy by realigning service delivery by the stakeholders <p>In line with local demands, and working through the decentralised structures i.e. County Development Committees (CDCs), Payam</p>		

Risk Categories and Subcategories	Inherent	Residual
<p>(village) Development Committees (PDCs). CDCs and PDCs will be strengthened to facilitate implementation of SSLRP. In addition, Component 1 & 2 will facilitate operationalisation of decentralisation while integrating IFAD's mainstreaming themes into the CDD framework, through facilitation</p> <ul style="list-style-type: none"> • IFAD's targeting policy and SECAP will be applied to ensure appropriate social inclusion. SSLRP will liaise with the Nutrition Department and other stakeholders in the SUN Movement to bring lessons from SSLRP/IFAD into ongoing efforts to prepare the nutrition action plan. 		
Policy development & implementation	High	Substantial
<p>Risk(s): High-level development frameworks are in place but specific policies, laws and regulations necessary to guide day-to-day public service delivery in the agriculture sector are still in the early stages of development.</p> <p>- There is a need to support the Government of South Sudan in the revision and operationalisation of the policy frameworks, in view of the Peace Agreement and the restructuring of the economy to tap into the huge potential of the agriculture sector.</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> • SSLRP will support the development of the Cooperative Development Policy Framework and the Rural and Agriculture Finance Policy under sub-component 3.2, in partnership with ILO and the Ministry of Agriculture and Food Security (MAFS). • SSLRP will align with the interventions of other development partners in policy development including: AFDB – Value chain analyses for key commodities Sorghum, Groundnut, Sesame, Seed Sector Policy Framework, Food Safety Regulations and SME Policy. • The IA will be expected to apply IFAD policies (SECAP, Targeting) • Capacity needs assessment, which will inform capacity development interventions and the provision of specialised technical assistance. 		
Environment and Climate Context	Substantial	Moderate
Programme vulnerability to environmental conditions	Substantial	Moderate
<p>Risk(s): Given the poor spatial and temporal distribution of water as well as scarcity of rainfall, drought is the single most important production risk factor. Excess rainfall that leads to flooding is another high risk.</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> • CDPs will identify and prioritise investments at household and community level to combat climate change impacts through support to climate smart agriculture and investment in climate resilient infrastructure. • SSLRP will mobilise communities to collectively address disasters caused by natural hazards especially climate change, which has a multiplier effect on natural resources, water, and land (common source of conflict). The interventions will include: (i) Support establishment of local community groups to address issues of conflict, drought, gender issues and peace building (ii) Build capacity of these community groups to identify risks and hazards early enough and to disseminate information to communities. (iii) Optimize 		

Risk Categories and Subcategories	Inherent	Residual
community preparedness for early action e.g. weather predictability through identification of traditional/ community early warning indicators and linking them with modern early warning information system		
Programme vulnerability to climate change impacts	Substantial	Moderate
<p>Risk(s): Climate change is a significant driver of environmental change in South Sudan. Generally, temperature has been increasing and rainfall decreasing and this is forecasted to continue for coming decades. Seasonal rainfall trends are highly variable across the country. Since the mid-1970s, South Sudan has experienced a decline of between 10 to 20 per cent in average precipitation as well as increased variability in the amount and timing of rainfall from year to year and rainfall will decrease in the north and increase in the south.</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> ● CDPs will identify and prioritise investments at household and community level to combat climate change impacts through support to climate smart agriculture and investment in climate resilient infrastructure. ● Some of the climate smart technologies to be promoted include: a) rainwater harvesting; b) drought tolerant and early maturing crop varieties; c) drought tolerant forage and agroforestry fodder species; d) watershed conservation and management; e) afforestation; f) mangrove rehabilitation and conservation; g) solar and other forms of renewable energy sources, and energy saving approaches etc. ● Furthermore, SSLRP, through the CBOs and CDP facilitation process will mobilise communities to collectively address disasters caused by natural hazards especially climate change, which has a multiplier effect on natural resources, water, and land (common source of conflict). The interventions will include: (i)Support establishment of local community groups to address issues of conflict, drought, gender issues and peace building (ii) Build capacity of these community groups to identify risks and hazards early enough and to disseminate information to communities.(iii)Optimize community preparedness for early action e.g. weather predictability through identification of traditional/ community early warning indicators and linking them with modern early warning information system 		
Programme Scope	Substantial	Moderate
Programme relevance	Moderate	Low
<p>Risk(s): The Peace Agreement has motivated the return of the displaced population, with the bulk settling in the Equatorias . The returnees are faced with conditions of limited physical and financial assets and weak public and private service coverage. Agriculture and rural infrastructure are dilapidated with seasonally impassable community access roads, and inefficient and expensive transportation from farm to storage facilities and markets. Irrigation and water harvesting technologies are inadequate, with poor post-harvest and value addition.</p>		
Mitigations:		

Risk Categories and Subcategories	Inherent	Residual
In alignment with the GoSS Comprehensive Agriculture Master Plan (CAMP) and IFAD's Country Strategy Note (2021-2022), SSLRP will focus on re-establishing livelihoods for rural communities, focussing on returnee households, young people and women. It will strengthen the resilience of rural communities to emergency and crises, rebuild local agricultural production and stabilize incomes through micro enterprises and short-term employment. SSLRP will complement the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS), which commits to restore economic foundations by generating employment and improving livelihoods. A CDD approach provides leeway for the beneficiaries to identify projects based on their own needs. SSLRP also foresees some social protection activities to build the asset base of beneficiaries to be able to participate in the programme activities through livelihoods promotion and Labour Intensive Public Works (LIPW) where youth will derive income.		
Technical soundness	Substantial	Moderate
Risk(s):		
<p>Mitigations:</p> <ul style="list-style-type: none"> • The GoSS appointed a team of experts from the Ministry of Agriculture who formed a companion SS-PDT that has worked with the IFAD team throughout the design process to provide information and validate the design assumptions. IFAD PDT will undertake a validation mission after the DRM to further confirm programme • IFAD engaged a local consultant who undertook field verification missions to collect field data and engaged with State and County officials. IFAD also held extensive consultations with the Agriculture and Livelihood Development Working Group (ALDWG), NGO Forum and other key partners including FAO, WFP, UNHCR. • SSLRP will prepare County Development Profiles which will assess and identify 'low hanging fruits' in terms of community infrastructure and assets, conditions of mainstreaming themes, and inform the selection of villages where the programme will be implemented. The profiles will also inform the finalisation of a targeting strategy which will be cleared by IFAD. • SSLRP ensures that at least 30% of the Community Development Plans financed are from women groups. 		
Institutional Capacity for Implementation and Sustainability	High	Moderate
Implementation arrangements	High	Moderate
<p>Risk(s):</p> <p>The Ministry of Agriculture and Food Security (MAFS) does not have sufficient capacity and systems to manage the programme effectively (in accordance with the Financing Agreement and all relevant IFAD basic legal documents) towards achievement of envisaged programme development objectives. The Government has requested to implement the capacity development activities for Sub-component 3.2, as they relate to the value of IFAD's loan to GoSS on highly concessional terms.</p>		
Mitigations:		

Risk Categories and Subcategories	Inherent	Residual
<ul style="list-style-type: none"> ● The core components will be implemented by a competent consortium of NGOs led by VSF-Germany. The selection of the consortium partners was driven by their respective technical, operational, programme management, and financial management capacities. Full details are contained in the TORs included in the PIM. ● For capacity development activities under sub-component 3.2, the PCU will be expected to work through local service providers, under ring-fenced financial management and procurement arrangements. ● The PCU will be represented at the Central, State, County levels and will be expected to ensure i) technical alignment with the PDR and Government policy and legal frameworks, ii) achievement of the overall targets and iii) ensuring sustainability of strategic investments of a public good nature. ● Core investments will take place at the County and Payam (Village) levels, with Payam Development Committees having a critical role to approve Community Development Plans, while County Development Committees will play a critical role in validating the County Development plans and identifying strategic infrastructure. ● The CDD approach empowers communities to plan and implement investments, and relevant Operations and Management capacities will be built throughout programme implementation at the County, Payam and Community levels. 		
M&E arrangements	High	Moderate
<p>Risk(s): M&E capacity, processes and systems remain weak in the Ministry of Agriculture and Food Security (MAFS) resulting in a limited ability to monitor, validate, analyse and communicate results, capture lessons, and adjust implementation to seize opportunities and take corrective actions in a timely manner.</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> ● The IA will be responsible for all M and E and reporting for all of SSLRP, except Component 3.2. Full details of the M and E requirements are contained in the detailed ToR for recruitment of the IA. ● The GoSS PCU will oversee the IA, undertake field verification missions, review M&E reports and submit for approval to the two GoSS oversight bodies, the National Technical Committee (NTC) and the National Advisory Committee (NAC). ● IFAD will supervise SSLRP through a technical start-up and 6-monthly and annual supervision missions. Where visits by international staff are not possible, IFAD will engage Third Party Monitoring including through independent consultants and partners such as FAO-DPI ● Component 3.2 will provide capacity-building support to the PCU to build capacities in M&E 		
Procurement	High	Substantial
Legal and regulatory framework	High	Moderate
<p>Risk(s): South Sudan adopted a legal and regulatory framework for procurement, but its application is limited. In particular, the Public Procurement and Asset Disposal Act was approved in 2018, there is need to update, validate and issue Public Procurement Regulations,</p>		

Risk Categories and Subcategories	Inherent	Residual
<p>and prepare standard Procurement Tender documents in line with the Procurement Act 2018. The MoFEP does not enforce the provisions under the interim Public Procurement and Property Disposal Act of 2018, in particular the provision that competitive procurement methods are the preferred option above specified thresholds. The government also lacks a system to generate substantial and reliable coverage of key procurement information, or does not make key procurement information available to the public. Tendering opportunities are publicized, but the same cannot be said about public procurement plans, contract awards and decisions on complaints (though, according to the PPU, no complaints have been registered). No standard bidding documents exist. The Government has requested to implement the capacity development activities for Sub-component 3.2, as they relate to the value of IFAD's loan to GoSS on highly concessional terms.</p>		
<p>Mitigations: IFAD's Project Procurement Framework in its entirety will apply (Project Procurement Guidelines, Procurement Handbook and Standard Procurement Documents) both for activities carried out by the IA and under subcomponent 3.2 where activities may be carried out directly by the PCU. SSLRP shall advertise all activities on a dedicated site. The use of IFAD's Contract Monitoring Tool shall ensure publication on IFAD's Project Procurement site of all contracts entered into. The ongoing PFM reforms (supported by IMF and WB) are also focused on developing the requisite Public Procurement Regulations, and standard Procurement Tender documents in line with the Procurement Act 2018, and will roll out dissemination and training at central and local government level, within a time frame of 1 year. Procurement for component 3.2 will be undertaken by the GoSS. The programme will also benefit from the BUILD PROC grant that will be rolled out in the region in 2021 and will target programme and Government staff with a tailored procurement certification programme. Specifically for sub-component 3.2, implemented by GoSS, procurements will follow IFAD's project procurement framework and prior review thresholds are set at US\$20 000 for all procurement activities. The NOTUS system will be used with quarterly procurement reviews and a dedicated IFAD TA supporting procurement activities. All contracts will be managed through the IFAD ICP contract monitoring tool. Most service providers will be paid through direct payments.</p>		
Accountability and transparency	High	Substantial
<p>Risk(s): The Country Corruption Perception Index score assigned by Transparency International is high at 12 (in a scale from 0 to 100). Articles 56 and 57 of the Interim Public Procurement and Disposal Regulations (IPPDR) provide for a mechanism for submitting complaints. However, there is no independent procurement complaints body, since the PPU is the last port of calls for submitting complaints, according to the IPPDR. In fact, the PPU is not technically fully independent in terms of handling procurement complaints, as it is involved in the process of procurement approvals above the threshold. In practice, complaints are not submitted in any formal way. As a result, it is not possible to assess whether authorities address complaints according to the regulations.</p>		

Risk Categories and Subcategories	Inherent	Residual
<p>Mitigations: All procurement entities, as well as bidders, suppliers, contractors, consultants and service providers, shall observe the highest standards of ethics during the procurement and execution of contracts financed under IFAD funded projects, in accordance with IFAD's Project Procurement Guidelines and the Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations shall apply to all projects, vendors and third parties, in addition to the relevant national anti-corruption and fraud laws. IFAD can strongly encourage government through policy dialogue to establish an autonomous authority tasked with addressing procurement complaints and with debarring suppliers, contractors or consultants from participating in public procurement.</p>		
Capability in public procurement		No risk envisaged
<p>Programme will be implemented through a non government implementation agency. IFAD Project Procurement Framework will be adopted in its entirety.</p> <ul style="list-style-type: none"> ● Procurement in SSLRP will exclusively follow IFAD's Project Procurement Guidelines, IFAD's Procurement Handbook and IFAD's Standard Procurement Documents due to the legal and regulatory weaknesses highlighted in the PRM. ● All contracts will be managed through the IFAD ICP contract management module. ● Most service providers will be paid through direct payments ● IFAD prior review thresholds will be US\$20 000 for all procurements. The NOTUS system will be used. ● An IFAD TA will support the procurement activities. 		
Public procurement processes	High	Substantial
<p>Risk(s): South Sudan adopted a legal and regulatory framework for procurement, but its application is limited. The MoFEP does not enforce the provisions under the interim Procurement and Property Disposal Regulations, in particular the provision that competitive procurement methods are the preferred option above specified thresholds. The government also lacks a system to generate substantial and reliable coverage of key procurement information, or does not make key procurement information available to the public. Tendering opportunities are publicized, but the same cannot be said about public procurement plans, contract awards and decisions on complaints (though, according to the PPU, no complaints have been registered). No standard bidding documents exist.</p>		
<p>Mitigations: All procurement posts will be awarded subject to IFAD's prior no objection. TORs for procurement positions are contained in the PIM. All procurement activities will be carried out in accordance with IFAD's Project Procurement Framework, hence risks will be highly mitigated</p>		
Financial Management	High	Moderate
Organization and staffing	High	Moderate
Risk(s):		

Risk Categories and Subcategories	Inherent	Residual
<p>The risk that the implementing Agency (VSF Germany) and the Lead agency (MAFS) does not have the necessary number of adequately qualified and experienced financial management staff resulting into limited ability to meet the functional needs of the programme; The risk that assigned staff from both the PCU and VSF Germany do not have previous experience with IFAD or donor financial management requirements resulting into sub optimal financial management; and The risk of high staff turnover affecting continuity and creating a lengthy learning curve/slowing down implementation of the programme.</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> •IFAD will review the qualifications and experience of the financial management staff assigned to the programme from time to time (including staff changes) to ensure that staff with the requisite qualifications and experience are assigned to the programme; •Recruitment of qualified and experienced staff in programme financial management by the service provider (VSF Germany) and will be part of a contract between GOSS and the service provider; •In the event of failure to recruit qualified and experienced staff, sourcing of Technical Assistance (Local or International) will be considered; and •Provide continuous capacity building, covering among others, IFAD financial management procedures/requirements. •VSF Germany will be required to present staff with requisite qualifications and experience to implement the programme 		
Budgeting	High	Moderate
<p>Risk(s):</p> <p>The risk that budgeted expenditures are not realistic, not prepared or revised on a timely basis, ineligible costs and reallocation of programme funds and slow implementation progress due to low absorption of funds; There is a risk that SSLRP budget calendar will affect timeliness of approval of the AWPB as it is not aligned to IFAD programme budget submission requirements; and There is a risk of poor budget monitoring and control arising out of failure to post the budget in the accounting system, budgets not executed in an orderly and predictable manner resulting in funds not being available when needed as the PMU has been using MS Excel for accounting and reporting.</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> •Budget framework/procedures including budget timetable to be included in the PIM that will be updated by SSLRP; •The programme accounting software to be coded in a manner that facilitates computerized budget monitoring and control; •Proper treasury management with monthly management reviews that include addressing causes of budget variances; •Timely preparation of realistic budgets based on the implementation experience of previous experience; and •Budget figures to be posted in the accounting software to facilitate budget monitoring and control. 		
Funds flow/disbursement arrangements	High	Substantial

Risk Categories and Subcategories	Inherent	Residual
<p>Risk(s): The risk that funds will disburse with delays due to cumbersome treasury arrangements and inability of programme implementing partners and service providers to justify advances, resulting in delayed withdrawal applications and implementation; The risk that funds transferred to the GOSS and service providers will be misused as a result of the current high corruption perception or misappropriated due to the current economic situation characterized with liquidity problems; The risk that the value of funds transferred from foreign currency accounts to local currency accounts (SSP) will be eroded due to the volatile exchange rate regime; The risk that value for money will not be realized from transactions denominated in SSP as suppliers/contractors/service providers base their quotations on a parallel exchange rate which has been between three to five times higher than the official exchange rate; The risk that GOSS position that government resources should be budgeted for and spent in SSP is extended to cover external financed projects; and The risk that the GOSS will not have adequate liquidity to meet its counterpart contribution affecting/delaying implementation.</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> •Ring fenced bank accounts will be opened, both at the MAFS and VSF Germany, one in USD and another in SSP. - Revolving account mechanism will be used for both fund to VSF Germany and MAFs based on quarterly releases tagged to approved AWPB •Most transactions entered into both at service provider level and MAFS/PMU level will be by direct payments; •Transactions shall be entered into in USD and as far as practicable aggregate procurements to benefit from use of USD for transactions and direct payments; and •Transfers to the SSP accounts will be limited to few items, where expenditure is incurred in small amounts. 		
Internal controls	Substantial	Moderate
<p>Risk(s): The risk that appropriate controls over programme funds at MAFS/PMU and VSF Germany are not in place, leading to the inefficient or inappropriate use of programme resources: This constitute the risk of absence of control over funds transferred to IA (VSF), working advances, segregation of duties both at PMU and IA, insufficient approvals, misuse of assets, poor cash management – including procurement of common use items using petty cash and poor contract management/including monitoring leading to misuse of, misallocation and misappropriation of programme resources. GOSS has indicated that where third party implementation arrangements are used with no oversight and supervision roles by government, there is no control over programme resources on part of government; and The risk that internal audit arrangements are insufficient or do not exist due to lack of resources to provide assurance on the effectiveness of internal control systems and processes leading to unreliable internal control systems and non-compliance with the financing agreement, LtB, PIM and GoSS requirements. Currently, whereas an Internal Audit Unit exists with personnel posted from MOF, there unit is not staffed – also, the mission has not assessed arrangements at IA(s) as selection exercise had not been completed</p>		

Risk Categories and Subcategories	Inherent	Residual
<p>Mitigations:</p> <ul style="list-style-type: none"> •SSLRP to develop a financial management procedures manual and guidelines as part of the PIM. These include segregation of duties, posting of transactions, record keeping, authorisation of transactions, checking, bank reconciliations, and physical security of assets including cash, approval arrangements, financial monitoring and reporting; - Clear and concise guidelines on grant making and accountability to be established and implemented by VSF Germany. - Include a performance audit tagged to a disbursement target for the grants and will be a condition in the FA •Regular reconciliations of bank accounts, both foreign and local currency accounts by both PMU and IA. The bank account reconciliations will be part of the Interim Financial Reports; •Ministry of Agriculture and Food Security (MAFS) internal audit function will provide internal audit services to the programme based on an annual audit plan. The function will check compliance and provide assurance of the effectiveness of control processes and procedures both at PMU and IA (working with IA Internal audit function); and •In the absence of the services from MAFS, a service provider will be engaged on contract basis to provide internal audit services and reports periodically shared with IFAD. 		
Accounting and financial reporting	Substantial	Moderate
<p>Risk(s):</p> <p>The risk that the accounting systems including policies and standards are not integrated and reliable, leading to inaccuracies in financial records, and that reasonable records are not prepared, issued and stored systematically, leading to lack of informed decision making; The risk of inadequate accounting for in-kind contribution from beneficiaries and GoSS in-kind contribution in the form of office space, staff time, tax exemptions, among others due to poor valuation methods and documentation; and Due to parallel implementation and accounting at PMU and IA levels, there is a risk of absence of financial management information systems or computerized accounting required to facilitate generation of timely reports for programme management decision making and those required by IFAD. The accounting at IA level has not been assessed as IA had not been selected while the accounting and financial reporting for the current projects under PMU is done using MS Excel – this is cumbersome, prone to errors and manipulation. This also limits production of timely and accurate reports, prone to data loss and does not provide audit trail.</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> •Both the PCU at MAFs and VSF Germany shall deploy an off-the shelf accounting software for accounting and financial reporting capable of reporting by category, component, activity and financier as required by IFAD. This will be a requirement to both at PMU and VSF Germany. •Making acquisition and installation of accounting software a condition for disbursement; •Acquisition of the accounting software to be part of start-up activities to mitigate against any possible delays in implementation of the software; 		

Risk Categories and Subcategories	Inherent	Residual
<ul style="list-style-type: none"> •Training of financial management staff in accounting including use of the accounting software; •SSLRP to submit Interim Financial Reports (IFRs) to IFAD on a semi annual basis following IFAD IFRs templates; and •Regular reconciliation of accounting records to accounting software data. 		
External audit	High	Moderate
<p>Risk(s): The risk that independent and competent oversight of the programme financial statements is not in place or performed timely leading to possible misrepresentation of the financial results and/or suspension or other remedies due to compliance breaches; The risk that the Audit Chamber (Auditor General) which is the Statutory Audit Institution (SAI) of the GoSS may not have capacity to provide audit services to the programme due to limitations of staff strength (numbers) and skill. Presently, the WB funded projects are audited jointly between the Audit Chamber and a private audit firm in recognition of absence of capacity (skill) with a view that this facilitates develop the capacity of the audit chamber. The capacity of the audit chamber has not been assessed during the design mission; The selected implementing partner/service provider, in where their systems are relied upon do not adequately address IFAD project statutory requirements; and The risk that the auditor will not sufficiently address IFAD programme audit requirements, as included in the IFAD Handbook for Financial Reporting and Auditing for IFAD funded projects making the quality of the audit unsatisfactory.</p>		
<p>Mitigations:</p> <ul style="list-style-type: none"> •Use of standard TOR for audit engagements as spelt out in the IFAD Handbook for auditing and financial management for projects. The prepared TORs are subject to IFAD clearance; •Use of private audit firm to audit financial statements with consideration use of firms in neighboring countries; •Implementation support from IFAD to facilitate timely preparation for the audit exercise; •Inclusion in the FA a provision that the financial statements of the programme (both at PMU and IA) are subject to audit on an annual basis; •Draft financial statements (consolidated for PMU and IA) for audit to be shared with IFAD no later than two months following the end of the financial year; •Consideration of Audit Chamber as an auditor of the programme be done only after an assessment of the audit chamber of their capacity to audit the programme is completed over time; and •Audited financial statements, together with the related management letter to be submitted to IFAD no later than six months following end of the financial year. 		
Environment, Social and Climate Impact	Low	Low
Biodiversity conservation	Low	Low

Risk Categories and Subcategories	Inherent	Residual
<p>Risk(s): ESMF identifies the activities as potentially having an impact on local biodiversity - construction and/or rehabilitation of water infrastructures, rehabilitation/upgrading/construction of roads, construction of processing and storage facilities and expansion of agricultural land</p>		
<p>Mitigations: In line with the SECAP and ESMF frameworks, SSLRP will undertake relevant assessments to identify and potential negative impacts on biodiversity, and will integrate conservation and development objectives.</p>		
Resource efficiency and pollution prevention	Low	Low
<p>Risk(s): South Sudan's water resources are unevenly distributed both spatially and temporally, since water quantity varies substantially between years depending on periodic major flood and drought events. Water is held in perennial rivers, lakes and wetland areas, in seasonal pools, ponds, rivers, streams and extensive floodplains. There is increased pollution, reduced river flows, declining water tables in urban areas and both surface and ground waters are becoming contaminated</p>		
<p>Mitigations: SSLRP will align with the ESMF, which includes materials on banned substances in terms of pesticides and herbicides, which are in any case will controlled by MoA/Regulatory Services SSLRP will explore options natural integrated pest management Green manuring will be practiced, while being cognizant of potential competing demands for these same materials</p>		
Cultural heritage	Low	Low
<p>Risk(s): The programme's construction activities may lead to conversion and/or loss of physical cultural resources during construction of infrastructures etc. Patriarchal norms may prevent women from participating and benefitting from programme activities. Secondly, there may be a risk of men taking over if women's economic activities increase in value and/or become more profitable. The same situation may lead to adults taking over youth assets and economic activities</p>		
<p>Mitigations: SECAP2017 will be made available to the PMU at both central and county levels and sub-project development will be accompanied with the Environmental and Social screenings and ESMP preparation and implementation. GALS training will also be used to empower women to take up leadership positions, and address socio-economic dimensions. Simultaneously, community facilitators will be in close contact with beneficiaries to monitor use of asset and economic activity. The grievance redress mechanism (GRM) has been developed to address conflicts and grievances that may arise from programme interventions.</p>		
Indigenous Peoples	Low	Low

Risk Categories and Subcategories	Inherent	Residual
<p>Risk(s): South Sudan has different tribes/ political parties that need to be taken into account by the programme implementation. Inequitable participation and delivery mechanisms insufficiently sensitive to the specific requirements and culture of IPs are possible risks.</p>		
<p>Mitigations: The programme targeting strategy has a focus on the vulnerable in each programme area, which in turn is selected on the basis of multiple and explicit criteria. Align IFAD's strategies with South Sudan State of The Environment and Outlook report (2018) Communities will be engaged in a consultative and participatory manner through the FPIC process, while also ensuring that they provide consent to all interventions included in their action plans</p>		
Community health and safety	Low	Low
<p>Risk(s): There will be water retention//feeder road structure rehabilitation and/or construction, the exact dimensions of which are still to be determined but are expected to be under IFAD SECAP thresholds. SSLRP has a goal of improving nutrition wellbeing through and promotion of diversification of livelihoods thereby increasing household income. While this will have a positive impact on household health, some activities may have risks to the communities. For example, risks to the public during construction activities, gender issues and all forms of Gender-Based Violence, including Sexual Harassment (SH) and Sexual Exploitation and Abuse (SEA) COVID-19 has put significant pressure on already overburdened health and social service delivery systems, exacerbating the vulnerabilities of affected populations.</p>		
<p>Mitigations: Qualified engineering consultants will do the designs and supervise the construction to ensure the infrastructure conforms to government health and safety guidelines and standards and that the same will be clearly documented. These structures will be inspected upon each supervision by a qualified team member. Through GALS, SSLRP will engage with both female and male household's members and promote campaigns for sensitisation on gender equality and against gender biases and GBV. The ESMP outlines a number of measures to be taken to mainstream health and hygiene considerations across all programme activities. These measures include food safety and awareness raising on COVID-19 precautions. Promotion of diversified and healthy diets is expected to build the immunity of beneficiary community to withstand the effects of COVID.</p>		
Labour and working conditions	Low	Low
<p>Risk(s): Child labour is pervasive thus programme may exacerbate the exploitative labour practices (e.g. child labour), gender-based violence, discriminatory and unsafe/unhealthy working conditions for people employed to work specifically in relation to the programme, including third parties and primary suppliers</p>		
Mitigations:		

Risk Categories and Subcategories	Inherent	Residual
<p>The government has signed the relevant international treaties and regularly exchanges with ILO. IFAD will engage with ILO to potentially field joint technical assistance. The programme's ESMP will include safeguards to ensure that each technical lead and IA ensures that there are no exploitative labour practices (e.g. Child labour), gender based violence, discriminatory and unsafe/unhealthy working conditions for people employed to work specifically in relation to the programme. The beneficiary feedback mechanism through surveys will include feedback on these aspects and a GRM mechanism in place will ensure this risk is minimized. Labour Intensive Public Works, where community members are expected to participate and be remunerated, will follow international standards and align with other agencies including World Bank remuneration standards.</p>		
<p>Physical and economic resettlement</p>	<p>Low</p>	<p>Low</p>
<p>Risk(s): Activities related to construction may cause temporary/permanent displacement of people. However, most of the impacts are localized to the project site, short term and most importantly can be avoided/reduced or mitigated by properly applying mitigation measures.</p>		
<p>Mitigations: The planned infrastructure (water supply, post-harvest infrastructure & road rehabilitation) will not lead to displacement of people, relocation, resettlement of people or even loss to farm fields. Community leaders will heavily be involved in the selection processes.</p>		
<p>Greenhouse gas emissions</p>	<p>Low</p>	<p>Low</p>
<p>Risk(s): The nature of the production system leaves no reason to believe that there will significant risks of GHGs apart possibly from small livestock</p>		
<p>Mitigations: Improved fodder will reduce the already low level of GHGs. The watershed conservation includes agroforestry which will actually reduce GHGs. No deforestation or additional biomass burning will result from programme activities</p>		
<p>Vulnerability of target populations and ecosystems to climate variability and hazards</p>	<p>Moderate</p>	<p>Low</p>
<p>Risk(s): Note: this refers to the risk from the programme in terms of inadvertently exacerbating the vulnerability of the population by promoting maladaptive practices.</p>		
<p>Mitigations: A climate risk and vulnerability Assessment has been prepared which covers climate vulnerability of the selected counties and also possible adaptation options. The programme provides for formation</p>		

Risk Categories and Subcategories	Inherent	Residual
of a user's committee to manage each of the constructed infrastructure. The committees will be trained in Organisation & Management and Operations & Maintenance for sustainability		
Stakeholders	High	Substantial
Stakeholder engagement/coordination	High	Substantial
Risk(s): Highly marginalised rural communities, and Government has inadequate capacity to reach communities Inadequate systems and processes for bottom-up planning and participatory approaches and weak voice of the rural poor in decision making. This is mainly due to the weak		
Mitigations: The Community Driven Development approach is the most effective approach for bottom-up planning and empowering communities to identify their challenges, define their priorities and participate in key decision making processes. In addition, SSLRP will work through local Government including County Development Committees and Payam (village) Development Committees, strengthen their capacities to ensure ownership and critical decision-making at the local levels. The PDO includes an outcome indicator on - beneficiary satisfaction with programme support services and empowerment, which will be monitored through the outcome surveys. SSLRP Comp 1 will strengthen Community Based Organisations to be able to plan and implement projects that will improve their livelihoods.		
Stakeholder grievances	Substantial	Moderate
Risk(s): Potential grievances around i) selection of project sites, ii) location of water infrastructure, iii) diversion of water upstream, iv) identification of beneficiaries and v)		
Mitigations: Implementation of IFAD's Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability Apply IFAD's targeting strategy, including transparency on selection criteria in the country. SSLRP will facilitate intensive public consultation with local communities and administrators, and representation from different groups including women and youth. SSLRP will carry out periodic conflict analysis in consultation with humanitarian agencies, such as UNHCR, WFP The Grievance Redress Mechanism (GRM) will be deployed to address any potential localized conflict, including deployment of Component 0 as needed.		
Risks: Potential grievances around water infrastructure and diversion of water upstream	Moderate	Moderate
Mitigations: • Undertake stakeholders' feedback sessions. • Government implements a bottom-up approach in the identification of investments, hence there is free and prior consent of the		

Risk Categories and Subcategories	Inherent	Residual
communities • Implementation of IFAD's Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability		