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Invertir en la población rural

## **Informe del Presidente**

### **Propuesta de préstamo y donación con arreglo al Marco de Sostenibilidad de la Deuda**

#### **República de Sudán del Sur**

#### **Programa para Fomentar la Resiliencia de los Medios de Vida**

N.º de identificación del programa: 2000002869

#### **Nota para los representantes en la Junta Ejecutiva**

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Junta Ejecutiva — 132.º período de sesiones  
Roma, 19 a 21 de abril de 2021

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**Para aprobación**

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### Equipo encargado de la ejecución del programa

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## **Acrónimos y siglas**

AMVAT	Proyecto de Desarrollo de Mercados, Adición de Valor y Comercio en el Sector Agrícola
BAfD	Banco Africano de Desarrollo
FAO	Organización de las Naciones Unidas para la Alimentación y la Agricultura
FIDA11	Undécima Reposición de los Recursos del FIDA
FMI	Fondo Monetario Internacional
ICP	Portal de los Clientes del FIDA
NOTUS	Sistema de Seguimiento de las Declaraciones de Conformidad
OIT	Organización Internacional del Trabajo
ONG	organización no gubernamental
PESAC	Procedimientos del FIDA para la Evaluación Social, Ambiental y Climática
PIB	producto interno bruto
SyE	seguimiento y evaluación
UCP	unidad de coordinación del programa

## Mapa de la zona del programa



Las denominaciones empleadas y la forma en que aparecen presentados los datos en este mapa no suponen juicio alguno del FIDA respecto de la demarcación de las fronteras o límites que figuran en él ni acerca de las autoridades competentes.  
Mapa elaborado por el FIDA | 1-7-2020

## Resumen de la financiación

<b>Institución iniciadora:</b>	FIDA
<b>Prestatario/receptor:</b>	Gobierno de la República de Sudán del Sur
<b>Organismo de ejecución:</b>	Ministerio de Agricultura y Seguridad Alimentaria
<b>Costo total del programa:</b>	USD 17,93 millones
<b>Monto del préstamo del FIDA:</b>	USD 1,90 millones
<b>Condiciones del préstamo del FIDA:</b>	Condiciones muy favorables
<b>Monto de la donación del FIDA con arreglo al Marco de Sostenibilidad de la Deuda:</b>	USD 7,9 millones
<b>Cofinanciador:</b>	Banco Africano de Desarrollo (BAfD)
<b>Monto de la cofinanciación:</b>	USD 5,67 millones
<b>Condiciones de la cofinanciación:</b>	El BAfD proporcionará de forma paralela financiación en los condados de Kajo Keji, Terekeka, Magwi, Torit y Bor a través del Proyecto de Desarrollo de Mercados, Adición de Valor y Comercio en el Sector Agrícola (AMVAT)
<b>Contribución del prestatario/receptor:</b>	USD 1,6 millones
<b>Contribución de los beneficiarios:</b>	USD 0,86 millones
<b>Monto de la financiación del FIDA para el clima:</b>	USD 4,06 millones
<b>Institución cooperante:</b>	FIDA

## Recomendación de aprobación

Se invita a la Junta Ejecutiva a que apruebe la recomendación que figura en el párrafo 57.

### I. Contexto

#### A. Contexto nacional y justificación de la actuación del FIDA

##### Contexto nacional

1. La República de Sudán del Sur (en adelante, Sudán del Sur) es un país sin litoral, rico en recursos y situado en África Oriental, además de ser la nación más joven del continente africano. Sigue siendo el tercer Estado más frágil del mundo debido a un largo conflicto motivado por una marginación histórica, política, social y económica, que ha llevado a la quiebra de la gobernanza, la ley y el orden, y a la desestructuración de las instituciones comunitarias que sustentaban los medios de vida. En septiembre de 2018 se firmó un nuevo acuerdo de paz y en febrero de 2020 se formó un Gobierno de unidad, lo que supuso una importante transición del conflicto hacia la estabilidad y la recuperación económica.
2. El país tiene una población de 12,3 millones de habitantes, de los cuales el 85 % vive en zonas rurales y se dedica a la agricultura. Debido al conflicto, las crisis económicas en torno a los precios del petróleo y la monetización de la deuda, el crecimiento del producto interno bruto (PIB) ha sido negativo durante cinco de los últimos siete años. Se prevé que los factores climáticos y la pandemia de la COVID-19 tendrán un impacto negativo en las perspectivas económicas del país, con unas previsiones de crecimiento del -3,2% en 2021<sup>1</sup>.
3. Con un índice de desarrollo humano de 0,433 en 2019, Sudán del Sur se encuentra en la categoría de desarrollo humano bajo. Debido a la situación de inestabilidad prolongada, no se ha aprovechado todo el potencial del sector agrícola. La pobreza y la inseguridad alimentaria siguen siendo un problema, ya que más del 80 % de la población vive por debajo del umbral de pobreza y alrededor del 60 % se encuentra en una situación de crisis alimentaria.

##### Aspectos especiales relativos a los temas transversales prioritarios para el FIDA

4. En consonancia con los compromisos transversales asumidos en la Undécima Reposición de los Recursos del FIDA (FIDA11), el programa ha sido clasificado como programa que tiene en cuenta lo siguiente:
  - La financiación para el clima;
  - La nutrición;
  - Los jóvenes.
5. El Programa para Fomentar la Resiliencia de los Medios de Vida en el Sudán del Sur (SSLRP) dedicará importantes recursos a abordar la vulnerabilidad climática, la inclusión social y el empoderamiento de las mujeres y los jóvenes a través de empresas agrícolas y no agrícolas, gestionadas por la comunidad, que mejoren sus medios de vida y su resiliencia.

##### Razones que justifican la actuación del FIDA

6. El Acuerdo de Paz de 2018 ha propiciado el retorno de las poblaciones desplazadas, que en su mayoría se han asentado en los estados de la región sursudanesa de Ecuatoria. La población retornada cuenta con limitados activos materiales y financieros y un escaso apoyo de los servicios públicos y privados. Las tecnologías de riego y de captación de agua son inadecuadas, y las instalaciones destinadas a las

<sup>1</sup> <https://www.bancomundial.org/es/publication/global-economic-prospects> (junio de 2020).

actividades poscosecha y de adición de valor son deficientes. Existen conflictos localizados entre comunidades desencadenados por la competencia por los recursos naturales, las condiciones meteorológicas adversas y las inundaciones, y la posibilidad de que se produzca una crisis humanitaria si no se integra a los retornados y a la población en general en la economía.

7. La actuación del FIDA se rige por el Programa Especial para Países con Situaciones de Fragilidad: puesta en marcha de la estrategia del FIDA relativa a la fragilidad, que se centra en reducir la brecha entre la ayuda humanitaria y la ayuda al desarrollo y en apoyar la recuperación de la agricultura y la estabilización de los ingresos. A través de un enfoque de desarrollo impulsado por la comunidad, el Programa para Fomentar la Resiliencia de los Medios de Vida apoyará a la población rural para que pueda crear oportunidades de desarrollar medios de vida viables. El programa adopta un enfoque "facilitado", de manera que las intervenciones de desarrollo impulsadas por la comunidad integren los temas transversales de la FIDA<sup>11</sup> desde una perspectiva que tenga en cuenta los conflictos. El programa complementará el Acuerdo Revitalizado para la Solución del Conflicto en la República de Sudán del Sur, que se compromete a restablecer las bases económicas mediante la generación de empleo y la mejora de los medios de vida.

## **B. Enseñanzas extraídas**

8. Entre las principales enseñanzas extraídas del último proyecto apoyado por el FIDA en Sudán del Sur y en otros países y de proyectos similares financiados por el Gobierno de Sudán del Sur o sus asociados para el desarrollo figuran las siguientes:
  - i) Los proyectos de desarrollo impulsados por la comunidad son eficaces en contextos de posconflicto y para la rehabilitación de infraestructuras y la generación de beneficios en materia de medios de vida y empleo para las comunidades rurales.
  - ii) Los acuerdos de ejecución con terceros con la participación del Gobierno son adecuados en contextos de fragilidad, donde las capacidades institucionales y humanas y los sistemas son limitados.
  - iii) El impulso inicial de las infraestructuras es fundamental para que los beneficiarios puedan probar su uso, detectar y resolver los problemas asociados y poner en marcha mecanismos para su funcionamiento y mantenimiento sostenibles<sup>2</sup>.
  - iv) La ubicación de los activos e infraestructuras comunitarias requiere la plena participación de los beneficiarios, con la implicación de los líderes comunitarios, a fin de mitigar posibles conflictos y aumentar la viabilidad de las inversiones<sup>3</sup>.
  - v) Las mujeres desempeñan un papel fundamental a la hora de alcanzar los objetivos de seguridad alimentaria y nutrición de los hogares.

## **II. Descripción del programa**

### **A. Objetivos, zona geográfica de intervención y grupos objetivo**

9. **Finalidad y objetivos del programa.** El objetivo del Programa para Fomentar la Resiliencia de los Medios de Vida en el Sudán del Sur es contribuir a mejorar los medios de vida de las comunidades rurales a las que se dirige el programa y hacerlos más resilientes. El objetivo de desarrollo del programa es empoderar a las comunidades para que participen en los procesos de adopción de decisiones que permitan recuperar los medios de vida agrícolas, aumentar la resiliencia de los hogares y promover la estabilidad.

<sup>2</sup> Informe final del Proyecto de Desarrollo Agrícola Sostenible en Zonas Montañosas en el Líbano, apoyado por el FIDA (2019).

<sup>3</sup> *Ibid.*

10. **Zona de intervención y criterios de focalización geográfica.** El programa se ejecutará en tres estados y cinco condados, a saber: Ecuatoria Oriental (Magwi y Torit), Ecuatoria Central (Kajo Keji y Terekeka) y Jonglei (Bor). La focalización está guiada por la existencia de corredores de producción de alimentos, un alto número de retornados, el potencial para aprovechar las inversiones anteriores del FIDA y otros asociados para el desarrollo, y la estabilidad, la accesibilidad y el bajo riesgo de conflictos futuros.
11. **Grupo objetivo.** El programa beneficiará de forma directa a 38 800 hogares. El grupo objetivo principal está formado por pequeños productores pobres en situación de inseguridad alimentaria que se dedican a la pesca, el cultivo y la producción ganadera. Se hará especial hincapié en la inclusión de los jóvenes (70 %), las mujeres (60 %) y los grupos vulnerables (hogares encabezados por mujeres, retornados y personas con discapacidad), que recibirán una atención específica para facilitar su integración en la producción agrícola y las actividades económicas.
12. **Estrategia de focalización.** Se utilizará la focalización directa para garantizar la inclusión social de las mujeres, los jóvenes y los grupos vulnerables mediante cuotas. La autofocalización permitirá asegurar que las intervenciones respondan a las necesidades y prioridades de los grupos objetivo; a estos efectos, se llevarán a cabo campañas de comunicación y sensibilización.

## **B. Componentes, efectos directos y actividades**

13. El objetivo de desarrollo del programa se alcanzará mediante la aplicación efectiva de tres componentes técnicos, mientras que otro componente sobre la reducción y la gestión del riesgo de desastres (componente 0) proporcionará un apoyo específico en situaciones de crisis emergentes. Este componente se activará cuando el Gobierno y otras autoridades competentes, incluidos los organismos de las Naciones Unidas, declaren una situación de emergencia.
14. **Componente 1. Planificación del desarrollo impulsado por la comunidad.** Los objetivos son los siguientes: i) crear organizaciones comunitarias fuertes e inclusivas que sirvan de promotoras y gestoras del cambio socioeconómico; ii) trabajar con las organizaciones comunitarias para elaborar planes de desarrollo comunitarios que tengan en cuenta el clima y las cuestiones de género y respondan a la demanda del mercado, y iii) financiar inversiones productivas estratégicas para mejorar la eficacia de los planes de desarrollo comunitarios.
15. **Componente 2. Apoyo a la producción agrícola y los medios de vida rurales.** Con este componente se financiarán los planes de desarrollo comunitarios aprobados y elaborados en el marco del componente 1, así como las inversiones estratégicas determinadas a través de los perfiles de los condados y los planes de desarrollo comunitarios. Entre las posibles actividades que se financiarán figuran las siguientes: i) obras civiles comunitarias que requieren abundante mano de obra; ii) aumento de la productividad agrícola de los hogares; iii) actividades no agrícolas generadoras de ingresos; iv) infraestructura estratégica para aumentar los vínculos con el mercado, y v) mejora de las aptitudes de los jóvenes para prestar servicios de asesoramiento agrícola.
16. **Componente 3. Apoyo al programa y creación de capacidad.** Con este componente se apoyará i) la colaboración con los asociados (especialmente el Banco Africano de Desarrollo (BAfD) y la Organización de las Naciones Unidas para la Alimentación y la Agricultura (FAO)) a fin de establecer una única unidad de coordinación del programa (UCP) en el Ministerio de Agricultura y Seguridad Alimentaria, y ii) la subsanación de las deficiencias detectadas en una evaluación de las necesidades realizada por la Organización Internacional del Trabajo (OIT) y la Unión Europea sobre el sector cooperativo en Sudán del Sur. La atención se centrará en la formulación de políticas para el desarrollo de las cooperativas y la financiación rural, así como en el aumento de las capacidades y los sistemas gubernamentales para apoyar el programa de transformación de la agricultura rural.



### C. Teoría del cambio

17. En las situaciones posteriores a los conflictos, las comunidades rurales pobres, incluidos los retornados, no pueden conseguir la seguridad alimentaria, y su capacidad de resistencia a las crisis es limitada. Las deficientes infraestructuras viarias limitan su acceso a los mercados y su capacidad para diversificar la cesta de alimentos de los hogares.
18. El enfoque de desarrollo impulsado por la comunidad empoderará a las comunidades para que puedan definir y priorizar soluciones que promuevan las inversiones privadas y públicas en medios de vida agrícolas productivos. El programa permitirá reducir la brecha entre la labor humanitaria y la de desarrollo, al crear oportunidades de recuperación agrícola que promuevan el desarrollo de los medios de vida, la paz y la estabilización.
19. Al trabajar para mejorar la productividad, las capacidades y las oportunidades para obtener medios de vida, el programa contribuirá a la reducción de la pobreza y el desarrollo económico local en las zonas donde se ejecute. Los resultados previstos son los siguientes: diversificación y aumento del consumo de productos agrícolas ricos en nutrientes y resilientes al cambio climático; creación de infraestructuras climáticamente inteligentes; diversificación de oportunidades empresariales en el ámbito de la transformación, y creación de cohesión y estabilidad en las comunidades.

### D. Armonización, sentido de apropiación y asociaciones

20. El programa está en consonancia con los Objetivos de Desarrollo Sostenible (ODS) 1, 2, 5 y 6 y con varias políticas del FIDA, como el Marco Estratégico del FIDA, cuya finalidad es que los hogares y las comunidades rurales puedan alcanzar unos medios de vida cada vez más remunerativos, sostenibles y resilientes que les ayuden a salir permanentemente de la pobreza y la inseguridad alimentaria. El programa se basa en el Programa Especial del FIDA para Países con Situaciones de Fragilidad: puesta en marcha de la estrategia del FIDA relativa a la fragilidad, que hace hincapié en el fortalecimiento de las comunidades y en la utilización de la seguridad alimentaria como punto de entrada principal para abordar las cuestiones relacionadas con la fragilidad y los conflictos.
21. El programa está perfectamente integrado en el Plan Director General de Agricultura del Gobierno y en su Estrategia Nacional de Desarrollo de 2018, cuyo objetivo general es consolidar la paz y estabilizar la economía. El programa responde también al Marco para el Retorno, la Reintegración y la Reubicación de las Personas Desplazadas: cómo lograr soluciones duraderas en Sudán del Sur, establecido por el Gobierno, que hace hincapié en la consideración especial de las personas afectadas por conflictos y prevé intervenciones de recuperación y estabilización para los retornados.
22. **Armonización de actividades y asociaciones.** El programa cuenta con una cofinanciación paralela a través del proyecto AMVAT del BAfD. Al trabajar en los mismos emplazamientos, el proyecto AMVAT presta servicios complementarios a los beneficiarios del programa a través de centros de agregación y mercados. También contribuye a la creación de una UCP conjunta. El programa también se coordinará con la FAO, la OIT y el Banco Mundial para fortalecer las capacidades y los sistemas de la UCP en el Ministerio de Agricultura y Seguridad Alimentaria. En cuanto a la coordinación de los donantes, el programa responde a las prioridades de la Alianza para la Recuperación y la Resiliencia, y a las cuatro prioridades del Marco de Cooperación de las Naciones Unidas (2019-2022).

## E. Costos, beneficios y financiación

23. El costo total del programa es de USD 17,93 millones, durante un período de ejecución de seis años. Los componentes 1 y 2 contribuyen a la financiación para el clima del FIDA, que representa el 41 % de la financiación (USD 4,06 millones).

### Costos del programa

24. En el cuadro 1 se resumen los costos por componente, subcomponente y entidad financiadora.

Cuadro 1.

### Costos del programa desglosados por componente, subcomponente y entidad financiadora (en miles de dólares de los Estados Unidos)

Componente/subcomponente	Préstamo del FIDA		Donación del FIDA		Financiación paralela del BAfD		Gobierno		Beneficiarios		Total	
	Monto	%	Monto	%	Monto	%	Monto	%	Monto	%	Monto	%
<b>0. Reducción y gestión del riesgo de desastres</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>1. Planificación del desarrollo impulsado por la comunidad</b>												
1.1. Creación de organizaciones comunitarias fuertes e inclusivas	286	10	1 145	38	1 332	44	245	8	-	-	3 009	17
1.2. Elaboración de planes de desarrollo comunitarios	217	13	867	54	530	33	-	-	-	-	1 614	9
Subtotal	503	11	2 013	44	1 862	40	245	5	-	-	4 623	26
<b>2. Apoyo a la producción agrícola y los medios de vida rurales</b>												
2.1. Inversiones destinadas a aumentar la producción agrícola que tenga en cuenta el clima y los medios de vida rurales	163	15	867	80	-	-	-	-	54	5	1 084	6
2.2. Infraestructura comunitaria para apoyar la producción y la comercialización	767	12	2 263	36	1 282	21	1 124	18	807	13	6 243	35
Subtotal	930	13	3 130	43	1 282	18	1 124	15	861	12	7 327	41
<b>3. Apoyo al programa y creación de capacidad.</b>												
3.1 Acuerdos de ejecución con terceros	157	6	1 223	46	1 174	45	86	3	-	-	2 641	15
3.2 Creación de capacidad institucional y apoyo en materia de políticas	310	9	1 534	46	1 348	40	145	4	-	-	3 336	19
Subtotal	467	8	2 758	46	2 522	42	231	4	-	-	5 977	33
<b>Total</b>	1 900	11	7 900	44	5 666	32	1 600	9	861	5	17 927	100

Cuadro 2

**Costos del programa desglosados por categoría de gasto y entidad financiadora**

(En miles de dólares de los Estados Unidos)

Categoría de gasto	Préstamo del FIDA		Donación del FIDA		Financiación paralela del BAfD		Gobierno		Beneficiarios		Total	
	Monto	%	Monto	%	Monto	%	Monto	%	Monto	%	Monto	%
<b>Costos de inversión</b>												
A. Donaciones y subsidios	930	16	3 130	54	-	-	842	15	861	15	5 763	32
B. Vehículos	-	-	-	-	103	82	23	18	-	-	125	1
C. Bienes, servicios e insumos	783	13	2 869	48	1 800	30	567	9	-	-	6 020	34
D. Consultorías	104	4	1 009	43	1 174	49	87	4	-	-	2 375	13
E. Capacitación	25	4	100	17	396	68	58	10	-	-	579	3
<b>Total de costos de inversión</b>	<b>1 842</b>	<b>12</b>	<b>7 109</b>	<b>48</b>	<b>3 473</b>	<b>23</b>	<b>1 577</b>	<b>11</b>	<b>861</b>	<b>6</b>	<b>14 862</b>	<b>83</b>
<b>Gastos periódicos</b>												
A. Sueldos y prestaciones	52	2	750	26	2 079	72	-	-	-	-	2 881	16
B. Funcionamiento y mantenimiento	7	4	41	22	114	62	22	12	-	-	185	1
<b>Total de gastos periódicos</b>	<b>58</b>	<b>2</b>	<b>791</b>	<b>26</b>	<b>2 193</b>	<b>72</b>	<b>22</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>3 065</b>	<b>17</b>
<b>Total</b>	<b>1 900</b>	<b>11</b>	<b>7 900</b>	<b>44</b>	<b>5 666</b>	<b>32</b>	<b>1 600</b>	<b>9</b>	<b>861</b>	<b>5</b>	<b>17 927</b>	<b>100</b>

Cuadro 3

**Costos del programa desglosados por componente, subcomponente y año**

(en miles de dólares de los Estados Unidos)

Componente/subcomponente	Primer año	Segundo año	Tercer año	Cuarto año	Quinto año	Sexto año	Total
<b>0. Reducción y gestión del riesgo de desastres</b>	-	-	-	-	-	-	-
<b>1. Planificación del desarrollo impulsado por la comunidad</b>							
1.1 Creación de organizaciones comunitarias fuertes e inclusivas	492	661	788	652	332	86	3 009
1.2 Elaboración de planes de desarrollo comunitarios	178	145	219	344	414	314	1 614
Subtotal	<b>670</b>	<b>806</b>	<b>1 007</b>	<b>996</b>	<b>746</b>	<b>400</b>	<b>4 623</b>
<b>2. Apoyo a la producción agrícola y los medios de vida rurales</b>							
2.1 Inversiones destinadas a aumentar la producción agrícola que tenga en cuenta el clima y los medios de vida rurales	6	62	132	252	318	314	1 084
2.2 Infraestructura comunitaria para apoyar la producción y la comercialización	225	655	1 701	1 917	1 745	-	6 243
Subtotal	<b>231</b>	<b>717</b>	<b>1 833</b>	<b>2 169</b>	<b>2 063</b>	<b>314</b>	<b>7 327</b>
<b>3. Apoyo al programa y creación de capacidad.</b>							
3.1 Acuerdos de ejecución con terceros	1 462	313	269	209	225	165	2 641
3.2 Creación de capacidad institucional y apoyo en materia de políticas	691	754	538	552	540	261	3 336
Subtotal	<b>2 153</b>	<b>1 066</b>	<b>807</b>	<b>760</b>	<b>764</b>	<b>426</b>	<b>5 977</b>
<b>Total</b>	<b>3 054</b>	<b>2 589</b>	<b>3 647</b>	<b>3 925</b>	<b>3 573</b>	<b>1 139</b>	<b>17 927</b>

**Estrategia y plan de financiación y cofinanciación**

25. El FIDA aportará USD 9,8 millones con cargo a la FIDA11. Con arreglo al nuevo Marco de Sostenibilidad de la Deuda del FIDA, Sudán del Sur reúne las condiciones para recibir el 80 % de ese monto en concepto de donaciones y tiene la opción de recibir el 20 % restante en forma de préstamo en condiciones muy favorables.

26. Un monto de USD 5,67 millones corresponden a la cofinanciación paralela del proyecto AMVAT del BafD para inversiones en los estados de Ecuatoria Oriental y Jonglei y en la UCP conjunta en el Ministerio de Agricultura y Seguridad Alimentaria. Se firmará un memorando de entendimiento a nivel de programa para concretar la cofinanciación paralela.
27. La cofinanciación nacional constituye el 14 % de los costos totales, que incluye la contribución del Gobierno (9 %) en forma de reembolso de impuestos y la contribución en especie de los beneficiarios (5 %).

### **Desembolso**

28. Las categorías principales serán donaciones y subsidios, y bienes, insumos y materiales. Los fondos se desembolsarán a través del mecanismo de cuenta rotatoria para el organismo de ejecución y la UCP. Se recurrirá a los pagos directos en la medida de lo posible, de acuerdo con las directrices del FIDA. El organismo de ejecución mantendrá una cuenta designada en dólares de los Estados Unidos para recibir los fondos, y una cuenta de operaciones en libras sursudanesas (SSP). Las organizaciones no gubernamentales (ONG) asociadas mantendrán cuentas separadas en moneda local. El Ministerio de Agricultura y Seguridad Alimentaria mantendrá una cuenta bancaria para sus fondos.
29. Los fondos depositados en las cuentas bancarias denominadas en libras sursudanesas se revisarán periódicamente, a fin de reducir al mínimo las cantidades depositadas para mitigar la devaluación debida a la volatilidad del tipo de cambio. El organismo de ejecución se encargará de mantener todo el sistema de contabilidad, excepto en el caso del subcomponente 3.2, que gestionará el Ministerio de Agricultura y Seguridad Alimentaria, al tiempo que contabilizará los fondos desembolsados. El organismo de ejecución y la UCP utilizarán sistemas contables informatizados que permitirán consolidar fácilmente los datos.

### **Resumen de los beneficios y análisis económico**

30. El análisis económico muestra una tasa de rendimiento económico positiva del 24 % y un valor actual neto de USD 32,2 millones, lo que justifica la inversión, dado que la tasa de descuento social es del 6 %. Los principales beneficios previstos son los siguientes: un aumento del 25 % en el rendimiento del sorgo, el maíz y el cacahuate; un aumento de los ingresos procedentes de las ventas no agrícolas y del valor añadido en el procesamiento; un aumento de la eficiencia de las infraestructuras; un mejor acceso a los mercados y un mejor acceso gracias a la construcción o rehabilitación de caminos secundarios, y la creación de puestos de trabajo a corto plazo y el aumento de los ingresos para los jóvenes<sup>4</sup>. Los riesgos considerados en el análisis económico y financiero comprenden las perturbaciones climáticas, la seguridad y los conflictos, y el contexto macroeconómico.

### **Estrategia de salida y sostenibilidad**

31. La estrategia de salida del programa está incorporada, ya que las comunidades beneficiarias tendrán el control total de todo el proceso de desarrollo impulsado por la comunidad. Las organizaciones comunitarias promoverán y gestionarán el cambio socioeconómico y estarán capacitadas para planificar, ejecutar y administrar los subproyectos. La participación de las estructuras gubernamentales a nivel nacional, estatal y de condado (*payam* y *boma*) será fundamental para garantizar la sostenibilidad general de las intervenciones, especialmente para las inversiones estratégicas en bienes públicos. Se reforzarán las capacidades de las respectivas instituciones gubernamentales para garantizar su eficacia.

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<sup>4</sup> Los gastos correspondientes a los jóvenes ascenderán a un monto estimado de USD 12 440 800, basándose en un objetivo de beneficiarios del 70 %.

### III. Riesgos

#### A. Riesgos y medidas de mitigación

Cuadro 4

##### Riesgos y medidas de mitigación

<i>Principales riesgos</i>	<i>Medidas de mitigación</i>
<p><b>Contexto de fragilidad del país.</b> El Gobierno de transición tiene un mandato de tres años: cualquier conflicto potencial puede afectar al acuerdo de paz y a los esfuerzos de construcción del Estado que se llevan a cabo actualmente.</p> <p>Carencias en la capacidad institucional, un marco normativo inadecuado y una limitada participación de los beneficiarios en la adopción de decisiones.</p>	<p>El componente 0 permitirá al programa reasignar fondos para proporcionar apoyo de emergencia cuando sea necesario.</p> <p>El programa se ejecutará mediante un enfoque modular que permitirá la realización de intervenciones en lugares específicos (estados, condados), independientemente de lo que ocurra en otros condados.</p> <p>El programa trabajará con la OIT y otros asociados para reforzar las capacidades del Ministerio de Agricultura y Seguridad Alimentaria.</p> <p>El programa se ejecutará a través de un organismo de ejecución externo formado por un consorcio de ONG competentes con un sólido historial de ejecución de proyectos de resiliencia.</p>
<p><b>Contexto ambiental y climático.</b> Distribución espacial y temporal deficiente de los recursos hídricos, así como escasez de lluvias (sequía) combinada con exceso de precipitaciones e inundaciones.</p>	<p>En los planes de desarrollo comunitarios se determinarán y priorizarán las inversiones a nivel de hogares y comunidades para hacer frente a los efectos del cambio climático mediante el apoyo a la agricultura climáticamente inteligente y la inversión en infraestructuras resilientes al cambio climático.</p>
<p><b>Gestión financiera.</b> Control interno y sistemas de presentación de información financiera inadecuados.</p>	<p>Un organismo de ejecución que tenga capacidad y sistemas adecuados de gestión financiera, así como un sistema de contabilidad aceptable para las normas de contabilidad financiera del FIDA.</p>
<p><b>Adquisiciones y contrataciones.</b> Ausencia de un marco jurídico y reglamentario nacional aceptable, demoras en las adquisiciones y las contrataciones y capacidad limitada en esa esfera.</p>	<p>Se aplicarán las Directrices para la adquisición de bienes en el ámbito de los proyectos, el Manual sobre la adquisición de bienes y la contratación de obras y servicios y los documentos normalizados para adquisiciones y contrataciones del FIDA. Además, se prestará asistencia técnica y se impartirá capacitación de manera continua. Se aplicarán umbrales bajos para recibir el visto bueno del FIDA.</p>

Cuadro 5

##### Calificación general de los riesgos

<i>Ámbitos de riesgo</i>	<i>Calificación del riesgo inherente</i>	<i>Calificación del riesgo residual</i>
Compromiso político	Considerable	Considerable
Gobernanza	Elevado	Considerable
Macroeconómico	Elevado	Considerable
Fragilidad y seguridad	Elevado	Considerable
Estrategias y políticas sectoriales	Considerable	Moderado
Contexto ambiental y privado	Elevado	Moderado
Capacidad de ejecución y sostenibilidad	Elevado	Moderado
Gestión financiera	Considerable	Moderado
Reclamaciones de las partes	Considerable	Moderado
<b>Riesgo general</b>	<b>Elevado</b>	<b>Moderado</b>

#### B. Categoría ambiental y social

32. De acuerdo con las actividades previstas en los dos componentes técnicos, la clasificación ambiental y social del programa se califica en la categoría B. Las actividades que podrían tener consecuencias ambientales y sociales son las siguientes: i) rehabilitación y construcción de infraestructuras hídricas; ii) rehabilitación y construcción de caminos de acceso rurales; iii) rehabilitación y

construcción de instalaciones de procesamiento y almacenamiento, y iv) aplicación de insumos agrícolas. Dada la envergadura y la escala de las intervenciones previstas, no se esperan efectos ambientales y sociales importantes e irreversibles. Cualquier posible efecto negativo se resolverá mediante los planes de gestión ambiental y social y otras medidas de mitigación.

### **C. Clasificación del riesgo climático**

33. La clasificación del riesgo climático del programa es moderada. Se han realizado análisis del riesgo climático y evaluaciones de vulnerabilidad climática que engloban a todos los condados y se adjuntan a la nota analítica de los Procedimientos del FIDA para la Evaluación Social, Ambiental y Climática (PESAC). Los riesgos se mitigarán aumentando la capacidad de las comunidades para adaptarse a los cambios ambientales y climáticos. En los análisis del riesgo climático se señalaron los riesgos siguientes: una distribución espacial y temporal deficiente de los recursos hídricos, así como escasez de lluvias (sequía), combinada con un exceso de precipitaciones e inundaciones, que serán objeto de actuación en el marco del programa.

### **D. Sostenibilidad de la deuda**

34. De acuerdo con la Consulta del Artículo IV del Fondo Monetario Internacional (FMI) correspondiente a 2019, las perspectivas siguen siendo extremadamente difíciles, ya que persisten las amenazas a la estabilidad macroeconómica y financiera, y están disminuyendo los ingresos debido a los bajos precios del petróleo, lo que provoca el deterioro de las condiciones humanitarias. El Gobierno ha experimentado importantes déficits presupuestarios (entre el 40 % y el 60 %) en los últimos años, lo que limita considerablemente su capacidad para invertir en la prestación de servicios y movilizar fondos de contrapartida. Además, la libra sursudanesa sigue siendo vulnerable a una elevada inflación, lo que provoca la volatilidad del tipo de cambio. El FMI ha aprobado recientemente un préstamo de USD 52,3 millones en el marco del Servicio de Crédito Rápido para que el país pueda financiar las necesidades de la balanza de pagos, contener el impacto fiscal de la pandemia y de las crisis de los precios del petróleo, y proporcionar un espacio fiscal para mantener el gasto destinado a reducir la pobreza y fomentar el crecimiento.

## **IV. Ejecución**

### **A. Marco organizativo**

#### **Gestión y coordinación del programa**

35. El Ministerio de Agricultura y Seguridad Alimentaria será el organismo principal de ejecución. El programa se ejecutará mediante acuerdos a medida, en los que los componentes técnicos básicos serán ejecutados por un organismo de ejecución externo, bajo la supervisión de una UCP. Con el fin de reforzar la capacidad del Ministerio de Agricultura y Seguridad Alimentaria para ejecutar los proyectos y fortalecer la sostenibilidad, la UCP llevará a cabo actividades de creación de capacidad en el marco del subcomponente 3.2.
36. El organismo de ejecución estará formado por un consorcio de ONG dirigido por Veterinarios sin Fronteras (Alemania), junto con Save the Children y Action Africa Help International. El consorcio combina los puntos fuertes de cada institución en materia de nutrición y empoderamiento de los jóvenes (Save the Children), desarrollo comunitario (Action Africa Help International) y operaciones de resiliencia en comunidades agropastorales (Veterinarios sin Fronteras).
37. Veterinarios sin Fronteras (Alemania), en calidad de líder del consorcio, se encargará de las adquisiciones y contrataciones, la gestión financiera, el seguimiento y evaluación (SyE) y la presentación de informes al Gobierno y al FIDA. Suscribirá subacuerdos subsidiarios con Save the Children y Action Africa Help International, en

los que se describirán las entregas específicas. El FIDA dará su visto bueno al proyecto final de contrato entre el Gobierno y el organismo de ejecución, así como a los subacuerdos entre el organismo de ejecución (Veterinarios sin Fronteras (Alemania)) y las partes del consorcio. El Gobierno ejecutará el componente 3 en colaboración con la OIT.

38. La UCP supervisará al organismo de ejecución y será el principal conducto entre el organismo de ejecución y los órganos de supervisión. También coordinará la participación de los expertos técnicos del Gobierno en la ejecución del programa y actuará de enlace con el organismo de ejecución para generar conocimientos y facilitar su difusión a nivel nacional y regional.
39. El programa integrará un enfoque participativo basado en la comunidad a todos los niveles con el objetivo de garantizar la transparencia, la rendición de cuentas y el sentido de apropiación, a fin de aumentar la sostenibilidad de las intervenciones. Las estructuras descentralizadas de los gobiernos locales desempeñarán un papel fundamental en todas las fases de la ejecución del programa (planificación, ejecución, seguimiento y evaluación, y presentación de informes), incluidos los comités estatales de desarrollo, los comités de desarrollo de los condados, los comités de desarrollo de los *payam* y los comités de desarrollo de los *boma*. La función principal de las estructuras descentralizadas será la de prestar apoyo a la determinación de los objetivos, la identificación de los emplazamientos y los beneficiarios, la sensibilización y la gestión general de los conflictos y los riesgos sociales.

#### **Gestión financiera, adquisiciones y contrataciones, y gobernanza**

40. **Gestión financiera.** El Gobierno ha reanudado la aplicación de las reformas de la gestión de las finanzas públicas, que se encuentran en una fase incipiente. El riesgo inherente a la gestión financiera se considera considerable. Mediante las medidas de mitigación propuestas, especialmente el uso de un organismo de ejecución con sistemas y políticas adecuados de gestión financiera, este riesgo se reduce a moderado. El organismo de ejecución se encargará de todos los aspectos de la gestión financiera de los proyectos, mientras que el Gobierno, a través de la UCP, realizará una supervisión y un seguimiento adicionales del uso de los fondos, de conformidad con el memorando de entendimiento que se firmará. El Gobierno dará la aprobación final a todos los informes que se presenten al FIDA. El programa adoptará y aplicará las Normas Internacionales de Información Financiera, y las cuentas se llevarán utilizando la contabilidad de caja de las Normas Internacionales de Contabilidad del Sector Público. Los fondos se transferirán directamente del FIDA al organismo de ejecución, salvo los fondos del subcomponente 3.2, que se transferirán al Ministerio de Agricultura y Seguridad Alimentaria para apoyar a la UCP que supervisa la ejecución de ese subcomponente. Los fondos serán desembolsados por el FIDA en una cuenta renovable para el organismo de ejecución y el Ministerio de Agricultura y Seguridad Alimentaria.
41. **Adquisiciones y contrataciones.** El programa adoptará el marco del FIDA relativo a las adquisiciones y contrataciones en su totalidad. Tanto el organismo de ejecución como la UCP contarán con el apoyo del FIDA a través de asistencia técnica, a fin de garantizar el cumplimiento de los procesos y procedimientos de adquisición y contratación establecidos por el FIDA, así como de las mejores prácticas internacionales en la materia. Se constituirá un comité de adquisiciones y contrataciones en el organismo de ejecución, y la UCP examinará y certificará los principales documentos y operaciones de adquisición y contratación. Con el fin de mitigar los posibles riesgos, el umbral para el examen previo del FIDA será de USD 20 000. El organismo de ejecución y el Ministerio de Agricultura y Seguridad Alimentaria deberán trabajar a través del sistema de seguimiento de las declaraciones de conformidad para la presentación de solicitudes de no objeción y del Portal de los Clientes del FIDA (ICP) para la gestión de los contratos (herramienta de gestión de los contratos).

42. **Gobernanza.** Un órgano de supervisión gubernamental formado por el Comité Consultivo Nacional y el Comité Técnico Nacional se encargará de supervisar la ejecución efectiva del programa. Si bien la responsabilidad primordial de la aplicación de la buena gobernanza recaerá en el Gobierno, todas las partes interesadas en el programa deberán conocer la Política revisada del FIDA en materia de Prevención del Fraude y la Corrupción en sus Actividades y Operaciones. El programa también cumplirá con la Política del FIDA sobre Prevención y Respuesta frente al Acoso Sexual y la Explotación y los Abusos Sexuales.

**Participación y opiniones y observaciones del grupo objetivo del programa y mecanismos para la resolución de reclamaciones<sup>5</sup>**

43. El programa estará en consonancia con el Marco del FIDA para recabar las opiniones y observaciones de las partes interesadas sobre cuestiones operacionales y velará por la participación de los beneficiarios desde la puesta en marcha hasta la finalización. En el sistema de SyE se ha incluido un indicador para monitorear la participación y las observaciones de los beneficiarios.

**Resolución de reclamaciones**

44. En el marco de gestión ambiental y social y en los PESAC del FIDA se ha introducido un mecanismo de resolución de reclamaciones en el ámbito del programa, que propone la presentación de recursos a través de un proceso a nivel comunitario y los procedimientos jurídicos formales. El mecanismo comunitario de resolución de reclamaciones se basa en las estructuras tradicionales existentes y facilita la resolución de reclamaciones también en niveles superiores (incluidos los tribunales de justicia, cuando sea necesario).

**B. Planificación, seguimiento y evaluación, aprendizaje, gestión de los conocimientos y comunicación**

45. **Planificación.** La planificación del plan operacional anual y presupuesto correspondiente está a cargo del organismo de ejecución, en estrecha consulta con la UCP, las estructuras descentralizadas, los beneficiarios y el BAfD. El plan de adquisiciones y contrataciones y de creación de capacidad del plan operacional anual y el presupuesto correspondiente se consolidará a nivel de la UCP y se transmitirá a los órganos de supervisión y al FIDA para obtener su aprobación. La planificación se basará en la situación de seguridad imperante y en la situación del conflicto, que determinarán la secuencia de las actividades. El programa adoptará un enfoque de planificación plurianual orientada a los resultados y vinculada a la consecución de su objetivo de desarrollo.
46. **Seguimiento y evaluación.** El organismo de ejecución coordinará los procesos de SyE, la presentación de informes y la gestión de los conocimientos, y se encargará de preparar los informes consolidados sobre los progresos anuales y semestrales, así como de realizar encuestas sobre los efectos directos y análisis temáticos. Se llevará a cabo un estudio de referencia durante el primer año con el objetivo de disponer de parámetros para la evaluación de los efectos directos y el impacto. Se incluirán datos para hacer un seguimiento de los progresos con respecto a los temas transversales y la vigilancia del riesgo. Las directrices del FIDA para medir los indicadores básicos serán la herramienta metodológica que se utilizará para medir los efectos directos del programa y llevar a cabo un estudio de referencia, el examen de mitad de período y las encuestas finales.
47. **Gestión de los conocimientos y aprendizaje.** Se preparará un plan de acción de gestión de los conocimientos con el fin de i) determinar las lagunas de conocimientos y priorizar los productos de conocimiento que deben elaborarse; ii) documentar sistemáticamente los métodos para facilitar la ampliación de las

<sup>5</sup> Véase el Marco para recabar las opiniones y observaciones de las partes interesadas sobre cuestiones operacionales. Disponible en: <https://webapps.ifad.org/members/eb/128/docs/spanish/EB-2019-128-R-13-Rev-1.pdf>



mejores prácticas en Sudán del Sur o la readaptación de enfoques innovadores desarrollados en otros lugares, y iii) difundir los conocimientos utilizando diversas herramientas de comunicación (boletines, folletos, sitios web, radio, escuelas de campo para agricultores). Los principales productos de conocimiento serán la evaluación de las necesidades de capacidad, el análisis de las deficiencias en materia de nutrición y los perfiles de los condados.

48. **Comunicación.** En el marco del programa se elaborará un plan de comunicación estratégica de productos dirigidos a grupos y donantes específicos para dar a conocer el programa y sus resultados. Una comunicación optimizada ayudará a reforzar las intervenciones en materia de inclusión social del programa y aumentará el compromiso y la respuesta de los grupos, así como su sentido de apropiación.

#### **Innovación y ampliación de escala**

49. El programa promoverá la adaptación de nuevos enfoques en el contexto sursudanés, entre ellos: i) enfoques participativos de la planificación y la asignación de recursos al enfoque de desarrollo impulsado por la comunidad; ii) tecnologías agrícolas eficaces y de bajo coste, por ejemplo, trilladoras, secadoras solares; iii) empresas y servicios como las cooperativas de ahorro y crédito de las aldeas y asociaciones de ahorro y préstamo de las aldeas; iv) obras públicas que requieren abundante mano de obra y que suponen inyecciones estratégicas de efectivo en las comunidades, y v) la adaptación del enfoque del Sistema de Aprendizaje Activo de Género a la programación del desarrollo impulsado por la comunidad.

### **C. Planes para la ejecución**

#### **Preparación para la ejecución y planes para la puesta en marcha**

50. Durante la fase de diseño se preparó un proyecto de plan operacional anual y presupuesto correspondiente, un plan de adquisiciones y contrataciones de 18 meses y un proyecto de manual de ejecución del programa. Se ha preparado un proyecto de documento de mandato para consultores y expertos con el fin de agilizar la contratación por parte del organismo de ejecución. El FIDA prestará asistencia técnica a la UCP y al organismo de ejecución para apoyar la ejecución. El Gobierno y el organismo de ejecución deberán garantizar el pleno cumplimiento de las condiciones de uso del ICP, incluido el Sistema de Seguimiento de las Declaraciones de Conformidad (NOTUS), la gestión de los contratos y las finanzas. El FIDA contará con el apoyo de un consultor a largo plazo en el país, que prestará apoyo a la ejecución al Gobierno y al organismo de ejecución.

#### **Supervisión, examen de mitad de período y planes de finalización**

51. **Supervisión.** Las disposiciones relativas a la supervisión se basarán en la situación de seguridad imperante. Debido a la limitada capacidad logística del FIDA en el país, se solicitará la colaboración de la FAO para apoyar las misiones de supervisión. Teniendo en cuenta el riesgo asociado a la ejecución del subcomponente 3.2, el FIDA garantizará la celebración de reuniones de supervisión trimestrales sobre las adquisiciones y contrataciones y la gestión financiera durante el primer año. Como parte de los objetivos de las misiones anuales, se llevará a cabo un examen de la eficacia de los acuerdos de ejecución para determinar si es necesario realizar algún ajuste o reestructuración.
52. **Examen de mitad de período.** El examen de mitad de período también brindará la oportunidad de revisar los principales elementos del diseño (por ejemplo, las metas de los indicadores) según proceda, puesto que el diseño del programa se completó de conformidad con las directrices sobre la COVID-19.

53. **Planes de finalización del programa.** Al final de la ejecución del programa, el Gobierno deberá realizar un examen final del programa, en estrecha coordinación con el FIDA. También se llevará a cabo una evaluación del impacto en los beneficiarios para sustentar el examen.

## **V. Instrumentos jurídicos y facultades**

54. Un convenio de financiación entre el Gobierno de la República de Sudán del Sur y el FIDA constituye el instrumento jurídico para la concesión de la financiación propuesta al receptor. **Se adjunta como apéndice I** una copia del convenio de financiación negociado.
55. El Gobierno de la República de Sudán del Sur está facultada por su legislación para recibir financiación del FIDA.
56. Me consta que la financiación propuesta se ajusta a lo dispuesto en el Convenio Constitutivo del FIDA y en sus Políticas y Criterios en materia de Financiación.

## **VI. Recomendación**

57. Recomiendo a la Junta Ejecutiva que apruebe la financiación propuesta de acuerdo con los términos de la resolución siguiente:

RESUELVE: que el Fondo conceda un préstamo en condiciones muy favorables al Gobierno de la República de Sudán del Sur por un monto de un millón novecientos mil dólares de los Estados Unidos (USD 1 900 000), conforme a unos términos y condiciones que se ajusten sustancialmente a los presentados en este documento.

RESUELVE ADEMÁS: que el Fondo conceda una donación con arreglo al Marco de Sostenibilidad de la Deuda al Gobierno de la República de Sudán del Sur por un monto de siete millones novecientos mil dólares de los Estados Unidos (USD 7 900 000), conforme a unos términos y condiciones que se ajusten sustancialmente a los presentados en este documento.

Gilbert F. Hougbo  
Presidente

## **Negotiated financing agreement**

### **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. Hougbo  
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%
<b>TOTAL</b>	<b>1 900 000</b>	<b>7 900 000</b>	

(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	
<b>Outreach</b>	<b>1. Number of persons receiving services promoted or supported by the programme</b>				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)
	<b>1a. Corresponding number of households reached ****</b>							
	Households - Number	0	11 600	38 880				
	<b>1b. Estimated corresponding total number of household members</b>							
	Total number of HH members	0	67 280	225 504 <sup>6</sup>				
	Males – Number	0	20 184	90 202				
	Females - Number	0	40 368	135 302				
Youth – Number	0	47 096	157 853					
<b>Programme Goal</b> Contribute to improved and resilient livelihoods among the targeted rural communities	<b>Indicator 1: Increase in household asset index<sup>7</sup></b>				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				
	<b>Indicator 2: Percentage of women reporting minimum dietary diversity (MDDW) (1.2.8)*, ****</b>							
	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					
<b>Development Objective</b> Empower communities to participate in decision-making processes that will recover agriculture livelihoods, build household resilience and promote stability	<b>Indicator 3: Number of households reporting increase in yields of over 25% above baseline (Design adoption rate 60%) ****</b>				National statistics, household, poverty and gender studies	AOS, Baseline, midline and completion	IA	
	Number	0	6 960	23 328				
	<b>Indicator 4: Percentage of households satisfied with programme supported services (CI SF.2.1)</b>							
	Percentage	0	40	80				
	<b>Indicator 5: Percentage of individuals demonstrating an improvement in empowerment (CI IE 2.1)</b>							
Percentage	0	25	60					
<b>Outcome 1</b> Communities empowered to plan and implement investments that stabilize livelihoods and build assets at the household and community levels	<b>Indicator 6: Percentage of CBOs successfully implementing a CDP</b>				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				
	<b>Indicator 7: Percentage of households reporting they can influence decision-making of local authorities and programme-supported service providers (CI SF 2.2)</b>							
Percentage	TBC	40	80					
<b>Output 1.1</b> County profiles compiled	<b>Indicator 8: Number of County profiles prepared</b>				Service provider report	MTR and completion	IA, Service Providers	
	Number	0	5	5				
<b>Output 1.2</b> CBOs established or strengthened	<b>Indicator 9: Number of Community Based Organisations (CBOs) established and strengthened</b>				M&E Reports			
	Number	0	159	542				
	Women-only CBOs	0	48	163				
<b>Outcome 2</b> Improved access to productive assets, services and climate resilient infrastructure	<b>Indicator 10: Percentage of households reporting improved physical access to markets, processing and storage facilities (2.2.6)***, ****</b>				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				
	<b>Indicator 11: Percentage of households reporting adoption of environmentally sustainable and climate-resilient technologies and practices (CI 3.2.2)**, ****</b>							

<sup>6</sup> Calculated based on an average family size of 5.8

<sup>7</sup> 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		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	M&E Reports		
	Men - Number	0	1 450	11 664			
	Youth - Number	0	3 045	24 494			
	<b>Indicator 12: Percentage of households reporting an increase in production (1.2.4)***, ****</b>						
	Number	TBC	40	60			
	<b>Indicator 13: Number of temporary jobs created for youth</b>						
	Number	0	1 000	2 600			
<b>Indicator 14: Number of kilometres of roads constructed, rehabilitated or upgraded (2.1.5)</b>							
<b>Output 2.1</b> Increased <b>physical</b> access to markets, processing and storage facilities	Kilometers	0	30	95	Service provider report	MTR, AOS and completion	IA, Service Providers
<b>Output 2.2</b> Increased access to marketing, processing and storage facilities	<b>Indicator 15: Number of market, processing or storage facilities constructed or rehabilitated (2.1.6)</b>				M&E Reports		IA, Service Providers
	Processing facilities	0	15	46			
	Storage facilities	0					
	Market Infrastructure	0					
<b>Output 2.3</b> Strengthened environmental sustainability and climate resilience of poor rural people's economic activities	<b>Indicator 16: Number of groups supported to sustainably manage natural resources and climate-related risks (1.6.11)</b>						
	Number	0	159	542			
	Women-only groups	0	48	163			
<b>Output 2.3</b> Access to agricultural technologies and production services	<b>Indicator 17: Number of rural producers accessing production inputs and/or technological packages (modified current RIMS indicators 1.2.6/1.2.7)</b>						
	Number	0	159	542			
<b>Output 2.4</b> Communities receive nutrition support	<b>Indicator 18: Households provided with targeted support to improve their nutrition (CI 1.1.8)</b>						
	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				
<b>Outcome 3.</b> Capacities strengthened at community, state & local government levels to support programme implementation	<b>Indicator 19: Number of existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment (Policy 3)</b>				Programme service provider and impact assessment reports M&E Reports	Baseline, mid-term, quarterly, MTR and completion	IA reports
	Number	0	1	2			
<b>Output 3.1</b>	<b>Indicator 20: Capacity needs assessment prepared</b>						
	Number	0	1	1			
<b>Output 3.2</b>	<b>Indicator 21: Number of trainings provided to GoSS staff at central and decentralised levels</b>				Service provider and M&E reports	MTR and completion	IA, Service Providers
	Number	0	5	5			
<b>Output 3.2</b>	<b>Indicator 22: Number of policy-relevant knowledge products completed (Policy 1)</b>				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
<b>Country Context</b>	<b>High</b>	<b>Substantial</b>
<b>Political Commitment</b>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● 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.</li> <li>● 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).</li> </ul>		
<b>Governance</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>● 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</li> <li>● IFAD will engage in dialogue with the IMF, WB, AfDB) and development partner representatives in the ongoing public financial</li> </ul>		

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"> <li>● 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&amp;E, and procurement. By programme end the GoSS PCU will be able to take on increased implementation of future donor projects.</li> <li>● SSLRP will work with ILO to strengthen the Cooperative Development Policy Framework under sub-component 3.2</li> </ul>		
<b>Macroeconomic</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● 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.</li> <li>● 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.</li> <li>● 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.</li> <li>● IFAD supervision missions will continuously review value for money to address any potential expenditure increases.</li> </ul>		
<b>Fragility and security</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● 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.</li> <li>● SSLRP will provide employment opportunities for the youth, which may dissuade them from engaging in conflict activities.</li> <li>● Missions will ensure full compliance with Minimum Operational Security Standards (MOSS) &amp; partnership with other IFIs and/or UN agencies for implementation</li> <li>● IFAD will engage third party programme supervision modalities if the security situation is not conducive for IFAD missions</li> <li>● SLRP will follow all GoSS COVID-19 protocols.</li> </ul>		
<b>Sector Strategies and Policies</b>	<b>Substantial</b>	<b>Moderate</b>
<b>Policy alignment</b>	<b>Low</b>	<b>Low</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>● SSLRP will support the development of the Cooperative Development Policy Framework and the Rural and Agriculture Finance Policy under sub-component 3.2.</li> <li>● SSLRP will support the implementation of Local Government Development Policy by realigning service delivery by the stakeholders</li> </ul> <p>In line with local demands, and working through the decentralised structures i.e. County Development Committees (CDCs), Payam</p>		

<b>Risk Categories and Subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p>(village) Development Committees (PDCs). CDCs and PDCs will be strengthened to facilitate implementation of SSLRP. In addition, Component 1 &amp; 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"> <li>• 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.</li> </ul>		
<b>Policy development &amp; implementation</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>• 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).</li> <li>• 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.</li> <li>• The IA will be expected to apply IFAD policies (SECAP, Targeting)</li> <li>• Capacity needs assessment, which will inform capacity development interventions and the provision of specialised technical assistance.</li> </ul>		
<b>Environment and Climate Context</b>	<b>Substantial</b>	<b>Moderate</b>
<b>Programme vulnerability to environmental conditions</b>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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</li> </ul>		

<b>Risk Categories and Subcategories</b>	<b>Inherent</b>	<b>Residual</b>
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		
<b>Programme vulnerability to climate change impacts</b>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● 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.</li> <li>● 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</li> </ul>		
<b>Programme Scope</b>	<b>Substantial</b>	<b>Moderate</b>
<b>Programme relevance</b>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk(s):</b> 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>		
<b>Mitigations:</b>		

<b>Risk Categories and Subcategories</b>	<b>Inherent</b>	<b>Residual</b>
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.		
<b>Technical soundness</b>	<b>Substantial</b>	<b>Moderate</b>
<b>Risk(s):</b>		
<p><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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.</li> <li>• 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.</li> <li>• SSLRP ensures that at least 30% of the Community Development Plans financed are from women groups.</li> </ul>		
<b>Institutional Capacity for Implementation and Sustainability</b>	<b>High</b>	<b>Moderate</b>
<b>Implementation arrangements</b>	<b>High</b>	<b>Moderate</b>
<p><b>Risk(s):</b></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>		
<b>Mitigations:</b>		

Risk Categories and Subcategories	Inherent	Residual
<ul style="list-style-type: none"> <li>● 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.</li> <li>● 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.</li> <li>● 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.</li> <li>● 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.</li> <li>● 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.</li> </ul>		
<b>M&amp;E arrangements</b>	<b>High</b>	<b>Moderate</b>
<p><b>Risk(s):</b> M&amp;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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● The GoSS PCU will oversee the IA, undertake field verification missions, review M&amp;E reports and submit for approval to the two GoSS oversight bodies, the National Technical Committee (NTC) and the National Advisory Committee (NAC).</li> <li>● 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</li> <li>● Component 3.2 will provide capacity-building support to the PCU to build capacities in M&amp;E</li> </ul>		
<b>Procurement</b>	<b>High</b>	<b>Substantial</b>
<b>Legal and regulatory framework</b>	<b>High</b>	<b>Moderate</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b> 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>		
<b>Accountability and transparency</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk(s):</b> 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>		

<b>Risk Categories and Subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p><b>Mitigations:</b> 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>		
<b>Capability in public procurement</b>		<b>No risk envisaged</b>
<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"> <li>● 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.</li> <li>● All contracts will be managed through the IFAD ICP contract management module.</li> <li>● Most service providers will be paid through direct payments</li> <li>● IFAD prior review thresholds will be US\$20 000 for all procurements. The NOTUS system will be used.</li> <li>● An IFAD TA will support the procurement activities.</li> </ul>		
<b>Public procurement processes</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b> 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>		
<b>Financial Management</b>	<b>High</b>	<b>Moderate</b>
<b>Organization and staffing</b>	<b>High</b>	<b>Moderate</b>
<b>Risk(s):</b>		

<b>Risk Categories and Subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>•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;</li> <li>•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;</li> <li>•In the event of failure to recruit qualified and experienced staff, sourcing of Technical Assistance (Local or International) will be considered; and</li> <li>•Provide continuous capacity building, covering among others, IFAD financial management procedures/requirements.</li> <li>•VSF Germany will be required to present staff with requisite qualifications and experience to implement the programme</li> </ul>		
<b>Budgeting</b>	<b>High</b>	<b>Moderate</b>
<p><b>Risk(s):</b></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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>•Budget framework/procedures including budget timetable to be included in the PIM that will be updated by SSLRP;</li> <li>•The programme accounting software to be coded in a manner that facilitates computerized budget monitoring and control;</li> <li>•Proper treasury management with monthly management reviews that include addressing causes of budget variances;</li> <li>•Timely preparation of realistic budgets based on the implementation experience of previous experience; and</li> <li>•Budget figures to be posted in the accounting software to facilitate budget monitoring and control.</li> </ul>		
<b>Funds flow/disbursement arrangements</b>	<b>High</b>	<b>Substantial</b>

Risk Categories and Subcategories	Inherent	Residual
<p><b>Risk(s):</b> 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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>•Ring fenced bank accounts will be opened, both at the MAFS and VSF Germany, one in USD and another in SSP.</li> <li>- Revolving account mechanism will be used for both fund to VSF Germany and MAFs based on quarterly releases tagged to approved AWPB</li> <li>•Most transactions entered into both at service provider level and MAFS/PMU level will be by direct payments;</li> <li>•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</li> <li>•Transfers to the SSP accounts will be limited to few items, where expenditure is incurred in small amounts.</li> </ul>		
<b>Internal controls</b>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>•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;</li> <li>- Clear and concise guidelines on grant making and accountability to be established and implemented by VSF Germany.</li> <li>- Include a performance audit tagged to a disbursement target for the grants and will be a condition in the FA</li> <li>•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;</li> <li>•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</li> <li>•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.</li> </ul>		
<b>Accounting and financial reporting</b>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk(s):</b></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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>•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.</li> <li>•Making acquisition and installation of accounting software a condition for disbursement;</li> <li>•Acquisition of the accounting software to be part of start-up activities to mitigate against any possible delays in implementation of the software;</li> </ul>		

<b>Risk Categories and Subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<ul style="list-style-type: none"> <li>•Training of financial management staff in accounting including use of the accounting software;</li> <li>•SSLRP to submit Interim Financial Reports (IFRs) to IFAD on a semi annual basis following IFAD IFRs templates; and</li> <li>•Regular reconciliation of accounting records to accounting software data.</li> </ul>		
<b>External audit</b>	<b>High</b>	<b>Moderate</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>•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;</li> <li>•Use of private audit firm to audit financial statements with consideration use of firms in neighboring countries;</li> <li>•Implementation support from IFAD to facilitate timely preparation for the audit exercise;</li> <li>•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;</li> <li>•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;</li> <li>•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</li> <li>•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.</li> </ul>		
<b>Environment, Social and Climate Impact</b>	<b>Low</b>	<b>Low</b>
<b>Biodiversity conservation</b>	<b>Low</b>	<b>Low</b>

Risk Categories and Subcategories	Inherent	Residual
<p><b>Risk(s):</b> 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><b>Mitigations:</b> 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>		
<b>Resource efficiency and pollution prevention</b>	<b>Low</b>	<b>Low</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b> 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>		
<b>Cultural heritage</b>	<b>Low</b>	<b>Low</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b> 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>		
<b>Indigenous Peoples</b>	<b>Low</b>	<b>Low</b>

Risk Categories and Subcategories	Inherent	Residual
<p><b>Risk(s):</b> 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><b>Mitigations:</b> 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>		
<b>Community health and safety</b>	<b>Low</b>	<b>Low</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b> 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>		
<b>Labour and working conditions</b>	<b>Low</b>	<b>Low</b>
<p><b>Risk(s):</b> 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>		
<b>Mitigations:</b>		



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>		
<b>Physical and economic resettlement</b>	<b>Low</b>	<b>Low</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b> The planned infrastructure (water supply, post-harvest infrastructure &amp; 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>		
<b>Greenhouse gas emissions</b>	<b>Low</b>	<b>Low</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b> 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>		
<b>Vulnerability of target populations and ecosystems to climate variability and hazards</b>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b> 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>		

<b>Risk Categories and Subcategories</b>	<b>Inherent</b>	<b>Residual</b>
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		
<b>Stakeholders</b>	<b>High</b>	<b>Substantial</b>
<b>Stakeholder engagement/coordination</b>	<b>High</b>	<b>Substantial</b>
<b>Risk(s):</b> 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		
<b>Mitigations:</b> 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.		
<b>Stakeholder grievances</b>	<b>Substantial</b>	<b>Moderate</b>
<b>Risk(s):</b> Potential grievances around i) selection of project sites, ii) location of water infrastructure, iii) diversion of water upstream, iv) identification of beneficiaries and v)		
<b>Mitigations:</b> 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.		
<b>Risks:</b> Potential grievances around water infrastructure and diversion of water upstream	<b>Moderate</b>	<b>Moderate</b>
<b>Mitigations:</b> • Undertake stakeholders' feedback sessions. • Government implements a bottom-up approach in the identification of investments, hence there is free and prior consent of the		

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