

## **South Sudan**

---

### **Sustainable Agricultural Development Project**

### **Project Design Report**

### **Main report and annexes**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

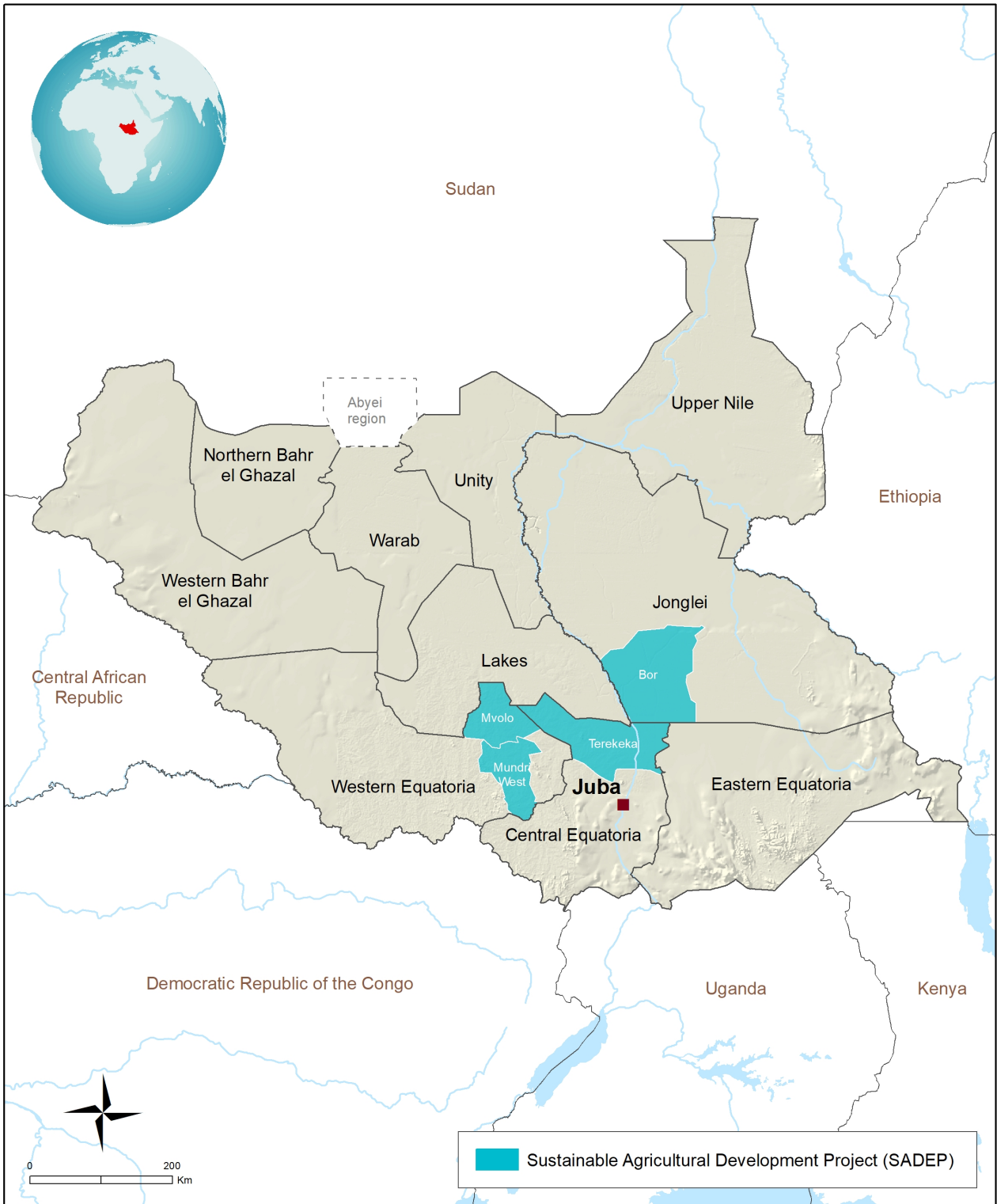
Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department



# Map of the Project Area



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

Map compiled by IFAD | 15-04-2024

## Abbreviations and Acronyms

### Abbreviations and Acronyms

<b>AfDB</b>	African Development Bank
<b>AMVAT</b>	Agricultural Markets, Value Addition and Trade Development Project
<b>AU</b>	African Union
<b>AWPB</b>	Annual Work Plan and Budget
<b>BIA</b>	Beneficiary Impact Assessment
<b>CAADP</b>	Comprehensive Africa Agriculture Development Programme
<b>CAMP</b>	Comprehensive Agriculture Master Plan
<b>CAP</b>	Community Action Plan
<b>CAD</b>	County Agricultural Department
<b>CAHWs</b>	Community Animal Health Workers
<b>CBM&amp;E</b>	Community-Based Monitoring and Evaluation
<b>CDC</b>	County Development Committee
<b>CDD</b>	Community-Driven Development
<b>CoE</b>	Council of Elders
<b>COSOP</b>	Country Strategic Opportunities Programme
<b>COVID-19</b>	Coronavirus Disease of 2019
<b>CP</b>	Cluster Plan
<b>CPMT</b>	Country Programme Management Team
<b>CRAFT</b>	Climate Resilient Agri-Food Systems Transformation Program
<b>CSN</b>	Country Strategy Note
<b>CSO</b>	Civil Society Organisation
<b>DSF</b>	Debt Sustainability Framework
<b>DRC</b>	Democratic Republic of Congo
<b>EA</b>	Environmental Assessment
<b>EFA</b>	Economic and Finance Analysis
<b>EGS</b>	Early Generation Seed
<b>EIRR</b>	Economic Internal Rate of Return
<b>ENRM</b>	Environmental and Natural Resources Management
<b>ESA</b>	East and Southern Africa
<b>ESCMF</b>	Environmental Social and Climate Management Framework
<b>FAO</b>	Food and Agriculture Organisation of the United Nations
<b>FDI</b>	Foreign Direct Investment
<b>FIPS</b>	Faster Implementation for Project Start-Up
<b>FM</b>	Financial Management
<b>FSL</b>	Food Security and Livelihood
<b>GAFFSP</b>	Global Agriculture and Food Security Project
<b>GAM</b>	Global Acute Malnutrition
<b>GAP</b>	Good Agricultural Practices
<b>GBV</b>	Gender Based Violence
<b>GCF</b>	Global Climate Facility
<b>GDI</b>	Gender Development Index
<b>GDP</b>	Gross Domestic Product
<b>GEF</b>	Global Environment Facility
<b>GIZ</b>	German International Corporation
<b>GNI</b>	Gross National Income
<b>GoSS</b>	Government of South Sudan
<b>GRM</b>	Grievance Redress Mechanism

<b>HDI</b>	Human Development Index
<b>HPD</b>	Humanitarian Peace Development
<b>ICT</b>	Information and Communication Technology
<b>IDMP</b>	Irrigation Development Master Plan
<b>IDP</b>	Internally Displaced Person
<b>IFAD</b>	International Fund for Agriculture Development
<b>IFI</b>	International Financing Institution
<b>ILO</b>	International Labour Organization
<b>IMF</b>	International Monetary Fund
<b>INGO</b>	International Non-Governmental Organization
<b>IPC</b>	Integrated food security Phase Classification
<b>KM</b>	Knowledge Management
<b>LDCF</b>	Least Developed Countries Fund
<b>LIPWs</b>	Labour Intensive Public Works
<b>LG</b>	Local Government
<b>MAD</b>	Minimum Acceptable Diet
<b>MAFS</b>	Ministry of Agriculture and Food Security
<b>MET</b>	Meteorological
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MFI</b>	Microfinance Institution
<b>MIS</b>	Management Information System
<b>MTR</b>	Mid-Term Review
<b>MSME</b>	Micro Small and Medium Enterprises
<b>MoFP</b>	Ministry of Finance and Planning
<b>NBS</b>	National Bureau of Statistics
<b>NALEP</b>	National Agriculture and Livestock Extension Policy
<b>NAC</b>	National Advisory Committee
<b>NAPA</b>	National Adaptation Programme of Action
<b>NDC</b>	Nationally Determined Contribution
<b>NGO</b>	Non-Governmental Organisation
<b>NNGO</b>	National Non-Governmental Organization
<b>NPV</b>	Net Present Value
<b>NTC</b>	National Technical Committee
<b>PCP</b>	Public Consultation Plan
<b>PCR</b>	Project Completion Review
<b>PDO</b>	Project Development Objective
<b>PDR</b>	Project Design Report
<b>PDT</b>	Project Delivery Team
<b>PEP</b>	Post-Exposure Prophylaxis
<b>PFM</b>	Public Financial Management
<b>PIM</b>	Project Implementation Manual
<b>PMU</b>	Project Management Unit
<b>PO</b>	Producer Organisation
<b>PP</b>	Procurement Plan
<b>4P</b>	Private, Public, Producer Partnership
<b>PSC</b>	Project Steering Committee
<b>PTC</b>	Project Technical Committee
<b>PTL</b>	Project Technical Lead
<b>QDS</b>	Quality Declared Seed
<b>RALP</b>	Resilient Agriculture and Livelihood Project
<b>R-ARCSS</b>	Revitalized Agreement on the Resolution of Conflict in the Republic of South Sudan
<b>RBA</b>	Rome-Based Agency

<b>RFP</b>	Request for Proposal
<b>RPO</b>	Rural Producers' Organization
<b>RTGNU</b>	Revitalized Transitional Government of National Unity
<b>SABRELA</b>	Strengthening Adaptation through Institutional Building and Resilient Livelihoods in South Sudanese Agro-pastoral Landscapes
<b>SACCO</b>	Savings and Credit Cooperative Organization
<b>SADEP</b>	Sustainable Agriculture Development Program
<b>SAM</b>	Smallholder Agricultural Markets
<b>SDG</b>	Sustainable Development Goal
<b>SECAP</b>	Social, Environmental and Climate Assessment Procedures
<b>SFBS</b>	Strengthening Farmer Business School
<b>SMS</b>	Subject Matter Specialists
<b>SNRES</b>	School of Natural Resources and Environment Studies
<b>SO</b>	Strategic Objective
<b>SPCU</b>	Single project Coordination Unit
<b>STASS</b>	Seed Trade Association of South Sudan
<b>SSAPU</b>	South Sudan Agricultural Produce Union
<b>SSC</b>	State Steering Committee
<b>SUN</b>	Scaling Up Nutrition
<b>SSDI</b>	South Sudan Development Initiative
<b>SSDP</b>	South Sudan Development Plan
<b>SSERLP</b>	South Sudan Emergency Resilience and Livelihood Project
<b>SSG</b>	Seed Systems Group Africa
<b>SNRES</b>	School of Natural Resources and Environment Studies
<b>SSLDP</b>	South Sudan Livelihood Development Project
<b>SSLRP</b>	South Sudan Livelihood and Resilience Project
<b>SSNBS</b>	South Sudan National Bureau of Statistics
<b>SSSNP</b>	South Sudan Safety Net Project
<b>SSP</b>	South Sudan Pound
<b>SPCU</b>	Single Project Coordination Unit
<b>SSTC</b>	South to South Technical Cooperation
<b>STRERP</b>	Short-Term Regional Emergency Response Project
<b>SWC</b>	Soil and Water Conservation
<b>TA</b>	Technical Assistance
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>TPIP</b>	Third-Party Implementing Partner
<b>VSLA</b>	Village Saving and Loan Association
<b>TVET</b>	Technical Education and Vocational Training
<b>UNCCD</b>	United National convention to combat Desertification
<b>UNFCCC</b>	United Nation Framework Convention on Climate Change
<b>UNSDCF</b>	United Nation Sustainable Development Corporation Framework
<b>UNDP</b>	United Nations Development Programme
<b>UNHCR</b>	United National High Commission for Refugees
<b>UNICEF</b>	United Nations International Children's Emergency Fund
<b>UNESCO</b>	United Nation Educational Scientific and Cultural Organization
<b>USD</b>	United States Dollar
<b>VAM</b>	Vulnerability Analysis and Mapping
<b>VDC</b>	Village Development Committees
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization
<b>WOP</b>	Without Project

**WP**  
**WVI**

With Project  
World Vision International

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

Be gender transformative  Be youth sensitive  Be nutrition sensitive  Prioritize persons with disabilities  Prioritize indigenous peoples  Include climate finance  Build adaptive capacity

### Executive Summary

**Project in Brief**– The Sustainable Agricultural Development Project (SADEP) seeks to ‘contribute to enduring peace and reduced poverty’ in South Sudan. SADEP’s development objective is to ‘enhance resilience, and food security for target communities’. The seven-year project, with a budget of US\$ 40.8 million will support 18,700 households (112 000 beneficiaries). The Ministry of Agriculture and Food Security (MAFS) will be SADEP’s Lead Implementation Agency.

**Political, Economic, and Social Context**–South Sudan, is the world’s newest country since 2011, after enduring decades-long conflict. Despite peace efforts, the 2018 Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS-), the country struggles with fluctuations in oil production and prices, the impacts of COVID-19 pandemic, recurring flooding, high inflation, food price hikes due to conflicts in Ukraine and Gaza, currency depreciation and the effects of the ongoing conflict in Sudan<sup>[1]</sup> and in the Red Sea.

**Poverty Profile** – In 2019, the poverty headcount (\$1.90 threshold), stood at 79.4%<sup>[2]</sup>, encompassing approximately 8.2 million people. This figure is nearly twice the average of 47.7% observed in low-income countries in Africa and represents the highest poverty rate in the Horn of Africa. About 92% of the South Sudanese population is multidimensionally poor, with 74.3% enduring severe multidimensional poverty, marking the highest rate in the Horn of Africa<sup>[3]</sup>. Across the three SADEP states, poverty head count remains high reaching up to 85%.

**Agriculture and Fisheries** – While oil remains a significant contributor to revenue, agriculture and fisheries remain the primary source of livelihood for more than 80% of the households<sup>[4]</sup>. The agricultural sector is dominated by smallholder farmers, who contribute to 80% of the country’s cereal production<sup>[5]</sup>. In SADEP counties, farmers grow a rotation of sorghum, groundnuts and sesame, which have nutrition and soil fertility enhancement benefits. Moreover, fisheries and aquaculture resources are abundant and underutilized. Fishing activities are primarily artisanal, using traditional methods and serving both subsistence and commercial purposes and benefit greatly of the Nile River and affluents. This sector supports the livelihoods of more than one million South Sudanese, including 220 000 directly employed as fishermen (consisting of 208,000 subsistence fishers and 12,000 commercial fishers). Additionally, various beneficiaries are involved across the value chain in fish processing, distribution, marketing, and ancillary services<sup>[6]</sup>. The agriculture sector is challenged by climate change, limited resources, weak institutional capacity, and inadequate infrastructure. Consequently, South Sudan relies on food imports for about 80% from neighbouring countries, such as [Uganda](#), [Kenya](#) and [Sudan](#) to meet its food needs.

**Fragility** – South Sudan has consistently grappled with severe fragility. In 2023, it was ranked third by the Fund for Peace’s Fragile States Index<sup>[7]</sup>, and has consistently been among the top four for the past decade. The drivers of fragility encompass various dimensions, including political and institutional challenges, security concerns, social disparities, economic instability, and environmental degradation.

**Environment and Climate** – South Sudan was ranked 176th out of 181 countries, and the 14th least ready country to combat the impacts of climate change<sup>[8]</sup>. In addition, the rate of deforestation and environmental degradation has been increasing over time. General circulation model projections indicate that temperatures may increase by 0.6–1.7°C by 2030 and by 1.1–3.1°C by 2060, relative to the baseline period of 1961–1990. Furthermore, future rainfall projections for the years 2010–2039 show reductions of over 150 millimetres in rainfall. The frequency of droughts and floods are predicted to increase. The environmental and social classification of SADEP is substantial and the Environment and Social Management Framework (ESMF) has been developed to guide implementation and prevent negative effects on the environment and social systems.

**Food Security** – South Sudan faces persistent high levels of acute food insecurity. Nationally, 76% of households are food insecure<sup>[9]</sup>. The latest IPC analysis report<sup>[10]</sup> shows that nearly half of the population (46%, or 5.83 million people) face severe food insecurity (IPC Phase 3 or above), with over 1.64 million in a critical state (IPC Phase 4). Female-headed households are most affected compared to male-headed ones, partly due to higher dependency ratios, including individuals with disability and chronic illness.

**Nutrition** – Despite a multitude of preventive efforts by various actors, progress in reducing malnutrition among women and children in South Sudan has been insufficient over the past decade. Children and women in South Sudan continue to suffer from unacceptably high levels of malnutrition. About 31.3% of children under five are stunted and yet wasting affects 22.7% of these children. Alarming, national Global Acute Malnutrition (GAM) levels exceed the WHO’s emergency threshold of 15%, with most counties reporting above this threshold. Recent data also reveals a lack of progress in tackling anemia among women of reproductive age, with a persistent prevalence of 35.6%. Maternal malnutrition is significant, with 35% of women aged 15-49 being underweight.<sup>[11]</sup>

**Youth**– South Sudan has the highest proportion of young people, with a median age of 19 years and 74% of people being younger than 24 years<sup>[12]</sup>. South Sudanese youth have low educational attainment, inconsistent economic participation and are also affected by the widespread violence that has existed for a number of years. As a result, South Sudan Human Capital Index (HCI) score of



0.3 is the second lowest in the HCI distribution behind Chad only<sup>[13]</sup>. Unemployment in South Sudan is estimated at 11% of the population while youth unemployment is estimated at 50%, and it continues to rise, exacerbated by the low levels of education, limited skills, and a weak economy.

**Gender** – Gender inequality in access to resources and participation in decision making is deeply rooted in the social fabric. Women and girls undertake a large portion of the labour associated with household production activities but have limited say in decision making. On gender equality, South Sudan has dismal performance with regard to global indexes on gender development and inequality with a gender development index score of 0.842 for 2020, which is well below the global value of 0.943<sup>[14]</sup>.

**Rationale for IFAD Involvement** – SADEP adopts IFAD's fragility sensitive programming approach, including adaptive programming and modular implementation. It focuses on enhancing food systems resilience, social cohesion, strengthening producer organizations, and institutional strengthening. The project collaborates with humanitarian agencies like UNHCR, and WFP to target beneficiaries graduating from humanitarian assistance.

Using a community driven development approach (CDD), SADEP emphasizes people centered and locally owned development improving effectiveness, sustainability, approach to gender, food security, nutrition, natural resources management and climate response<sup>[15]</sup>. The project promotes post-harvest, resilient rural infrastructure, and capacity building. It targets the sorghum-based system (i.e., sorghum in association or rotation with sesame and groundnuts) and fisheries value chains. As outlined in the South Sudan's Food and Agriculture Delivery Compact<sup>[16]</sup>, fish, sorghum, and groundnuts are among the value chains with the most potential for food security, nutrition, and income generation. Sorghum and maize, constitute about 49% of the diet in South Sudan<sup>[17]</sup>, and are predominantly produced by smallholder farmers.

In 2021, the country produced 591 000 tons of sorghum grain from 700,041 ha of land cultivated. Despite its crucial role in household food security and its potential for climate adaptation, sorghum production per household remains low, with most households cultivating less than 0.8 ha, primarily in rain fed mixed cropping systems. The average yields of 0.9 to 1.05 tons per ha annual production of sorghum per rural household are inadequate to meet the household cereal needs.

South Sudan's fisheries and aquaculture resources are abundant but underutilized. The country is endowed with vast water bodies, including the Nile River, White Nile, Blue Nile, Sobat River, and various lakes and swamps, which form a rich habitat for diverse fish species and biodiversity. The total area available for capture fisheries is about 80 000km<sup>2</sup>. With more than an estimated 220 000 fishers (consisting of 208,000 subsistence fishers and 12,000 commercial fishers), fishing supports the livelihoods of more than one million South Sudanese. Despite an estimated fisheries production of 114 000 tons per year, official statistics only report 32 000 tons, significantly below the sustainable threshold of 200 000 tons for fish production<sup>[18]</sup>. Fisheries also offer an alternative livelihood for smallholders when their crop fails.

IFAD brings extensive experience in employing community driven approaches within fragile contexts such as Ethiopia, Somalia, and South Sudan. With a proven track, IFAD excels in developing seed systems, and strengthening productive capacities of smallholder farmers and fisherfolk. IFAD has a comparative advantage in delivering climate resilience, implementing youth, gender, and nutrition mainstreaming approaches, and strengthening producer organizations in contexts like South Sudan.

**Project Area** – SADEP's geographical targeting strategy focuses on areas with high poverty prevalence, relative security, and economic potential in the sorghum, groundnuts, sesame, and fisheries value chains. It also considers counties with significant food and nutrition vulnerabilities<sup>[19]</sup> and aims to leverage partnerships with other development actors. The selected counties are Terekeka (Central Equatoria), Mundri West (Western Equatoria), Mvolo (Western Equatoria), and Bor (Jonglei). This approach consolidates IFAD's investments for greater impact.

**Target Group** – SADEP aims to reach rural agricultural and fishing households through producer organizations. The target groups include the poorest, food insecure, highly malnourished households, and vulnerable people with limited access to assets and economic opportunities due to social exclusion and climate change. These individuals will participate in sorghum and fisheries producer groups such as Village Saving and Loan Association (VSLAs), Cooperatives, and Savings and Credit Cooperative Organization (SACCOS).

**Targeting Strategy** – The targeting strategy will comprise a) geographic targeting; b) self-targeting, with activities geared towards the needs of poor producer households that are engaged in crop and fisheries activities; c) direct targeting of very poor and/or vulnerable households; d) empowerment and capacity building measures to ensure the target group is able to access the proposed interventions; and e) enabling environment and policy dimensions so as to ensure a conducive environment for the Project to be implemented and sustainability of its results.

**Project Outcomes** – SADEP interventions will focus on the fisheries and sorghum-based production system and the following are the expected outcomes: a) Outcome 1: Increased production, productivity and availability of nutritious foods; b) Outcome 2: Enhanced Community Infrastructure and Post-harvest management capacity for sorghum-based systems and fisheries; and c) Outcome 3: Strengthened institutional capacities and rural sector coordination.

**SADEP Components** – The Project comprises the following components:

**Component 1:** Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food; **Component 2:** Enhanced Community Infrastructure and Post-Harvest Management capacity; **Component 3:** Institutional Strengthening, Policy Support and Programme Coordination; and **Component 4:** Response to Emergency and Disaster (RED)

Funding includes US\$ 9.8 million from the International Fund for Agricultural Development (IFAD), US\$8.9 million from Global Environment Facility Least Developed Countries Fund (GEF/LDCF), and US\$ 9.5 million parallel co-financing from the African Development Bank (AfDB). Domestic co-financing includes approximately US\$ 1.2 million from the Government of South Sudan, and

an estimated US\$1.6 million in-kind contribution from the target beneficiaries. The project has been designed with a financing gap of US\$ 9.8 million. This financing gap of US\$9.8 million may be sourced through subsequent performance-based allocation system cycles under financing terms to be determined and subject to internal procedures and subsequent Executive Board approval, or by co-financing identified during implementation.

SADEP is projected to yield a baseline Economic Rate of Return (ERR) of 20 per cent, with a positive Net Present Value of US\$ 12.14million (SSP1.58 billion).

**Implementation Arrangements** – SADEP’s technical implementation will be undertaken by Third-party Implementing Partners selected through a competitive recruitment process. The institutional and policy support interventions will be implemented by MAFS and service providers. The already existing governance structure (National Advisory Committee (NAC) and National Technical Committee (NTC)) will provide the oversight function to SADEP.

**Implementation Readiness** – Several steps have been undertaken for a fast implementation start for SADEP. Firstly, existing infrastructure, such as the single project coordination unit used for all IFAD programmes in the country, will facilitate a smooth start-up period with the assistance of experienced staff. Additionally, potential delays have been addressed through the preparation of a draft Annual Work Plan and Budget (AWPB), Procurement Plan, and draft Project Implementation Manual (PIM). Furthermore, Terms of Reference (ToRs) and Request for Proposals (RFP) for the selection of third-party Implementing Partners have been prepared and included in the PIM, with the selection process expected to be finalized by the government before the project’s effectiveness date. IFAD has committed to providing necessary support during the selection process. Lastly, ToRs for various Technical Assistance (TA) consultancies have been drafted to ensure comprehensive project planning and execution.

## Chapter 1: Context

### 1.1 Project in brief

1. The Sustainable Agricultural Development Project (SADEP) seeks to ‘contribute to the enduring peace and reduced poverty’ in South Sudan. SADEP’s development objective is to ‘enhance resilience, and food security in Bor, Mundri West, Mvolo and Terekeka counties. The total SADEP project cost is estimated at US\$ 40.8 million over a 7-year implementation period; with US\$ 9.8 million (24% of the total cost) from IFAD (IFAD-12 PBAS); GEF 8 financing of US\$ 8.9 million equivalent to 22% (the Project Identification Form (PIF) has been approved by the GEF Council, and full proposal is expected to be endorsed by GEF secretariat in December 2024. Additionally, the African Development Bank (AfDB) will provide parallel co-financing amounting to US\$ 9.5 million, equivalent to 22% of the total cost through the Climate Resilient Agri-Food Systems Transformation Program (CRAFT) project (to be presented to the AfDB board in June 2024). Domestic co-financing includes approximately US\$ 1.2 million from the Government of South Sudan, and an estimated US\$1.6 million in-kind contribution from the target beneficiaries. The project has been designed with a financing gap of US\$ 9.8 million. This financing gap of US\$9.8 million may be sourced through subsequent performance-based allocation system cycles under financing terms to be determined and subject to internal procedures and subsequent Executive Board approval, or by co-financing identified during implementation. The Ministry of Agriculture and Food Security (MAFS) will be SADEP’s Lead Implementation Agency and will use an implementation structure defined at the national, state and county levels.

### 1.2 National or Regional Context

### **Political, Economic, and Social Context**

2. Despite significant strides towards stability, South Sudan has grappled with two additional civil wars spanning from 2013 to 2015 and 2016 to 2018. The signing of the 2018 Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS) has positioned the country to resume its path towards enduring peace and sustainable development.
3. While the prevalence of violence in the country has decreased over the past two years, localized conflict persists in many areas and peace remains fragile. According to the 2023 fragile states index rankings, South Sudan is ranked third globally, following Yemen and Somalia<sup>[20]</sup>. The country continues to experience episodes of localized violence attributed to underlying factors, such as competition for resources, citizens isolation from decision-making processes, limited access to government services, limited livelihood alternatives, and access to natural resources, which exacerbates community conflicts, that are often fuelled by ethno-political divisions and militarization of cattle raiding<sup>[21]</sup>.
4. The country's economic growth has been unstable over the last few years influenced by various factors. Fluctuations in oil production and prices, the impacts of COVID-19 pandemic, recurring flooding, high inflation, conflicts in Ukraine and Gaza (leading to food price hikes), currency depreciation, the ongoing conflict in Sudan and, more lately, in the Red Sea. South Sudan's economy is heavily reliant on oil exports which account for nearly all the country's exports and for approximately 90% of the country's total revenue. In recent years, oil production has been declining and is projected to drop further from 64 million barrels in 2023 to 51 million barrels in 2024<sup>[22]</sup>. Oil production declined to 156,000 barrels a day in 2021/22 from 169,000 in 2020/21 after several oilfields were damaged by floods<sup>[23]</sup>. For 2022/23, the county's GDP was estimated to have contracted by a further 0.4%<sup>[24]</sup>. The GDP per capita value was USD 485.9 in 2023. The country has an estimated population of about 11.1 million in 2023<sup>[25]</sup> with 85% living in rural areas, deriving their livelihoods from the agriculture, fisheries, and livestock sectors. The country is ranked 185<sup>th</sup> out of 189 countries in the Human Development Index (HDI), with a score of 0.43339<sup>[26]</sup>. It is one of the youngest countries in the world with a mean average age of 19 years; 45% of the population is below the age of 15 years of age.
5. The agricultural sector is dominated by smallholder farmers accounting for 80% of the country's cereal production<sup>[27]</sup>, estimated at approximately 1,014,000 tons in 2023<sup>[28]</sup>. Conversely, fishing is primarily artisanal, using traditional methods for both subsistence and commercial purposes, with a reported annual catch of 32 000 tons per year. This sector supports the livelihoods of more than one million South Sudanese, with an estimated 220,000 people directly employed as fishermen (comprising 208,000 subsistence and 12,000 commercial fishers).

### **1.3 Strategic Alignment**

6. *Alignment with National priorities* – SADEP will contribute to South Sudan's National development priorities. These are outlined in the R-NDS (2021-2024), with focus on consolidating peace, stabilizing the economy, and transitioning from humanitarian aid. The Project integrates the Comprehensive Agriculture Master Plan (CAMP)/ Irrigation Development Master Plan (IDMP) (2015), National Adaptation Program of Action (NAPA) (2016), Fisheries Policy of South Sudan (2012 – 2016)<sup>[29]</sup>, African Agricultural Development Programme (CAADP), Revised National Determined Contributions (NDCs) (2021), and the Country Food and Agriculture Delivery Compact (2023).
7. *Sustainable Development Goals (SDGs)* – SADEP will contribute to a) SDG 1 (no poverty); b) SDG 2 (zero hunger); c) SDG 5 (gender equality); d) SDG 6 (clean water and sanitation); e) SDG 13 (climate action) and SDG 14 (Life below water). SADEP is aligned to AU Agenda 2063 and UNSDCF 2023-2025.
8. *Alignment with South Sudan COSOP (2024 – 2029)* – SADEP is aligned to a) SO1 (Increased productivity resilience of farming systems and associated rural enterprises to help build resilient food systems); b) SO2 (Accelerated development of inclusive value chains for food and other products serving local, regional, and international demand); and c) SO3 (Enhanced institutional capacity).
9. *Adhering to IFAD's key policies and strategies* – SADEP is aligned to IFAD's Strategic Framework (2016-2025); SO1 (Increase rural people's productive capacity); and SO3 (Strengthen the environmental sustainability and climate resilience of rural people's economic activities); the Environment Natural Resource Management (ENRM) Policy; Strategy and Action Plan on Environment and Climate Change 2019-2025; Social, Environment and Climate Procedures (SECAP, 2021), Targeting Policy (2023); Gender Equality and Women's Empowerment (2012); commitment to nutrition-sensitive interventions; Youth Action Plan (2019-2021) and the Updated Approach for IFAD's engagement in fragile situations.

### **1.4 Portfolio and Lessons Learned**

10. The ongoing projects are South Sudan Livelihoods Resilience Project (SSLRP) (2021-2027), and the Global Agriculture and Food Security Project (GAFSP)-financed Rural Enterprises for Agriculture Development (READ) (2023-2029). The only previous project in South Sudan (pre-IFAD's re-engagement in 2021) was the South Sudan Livelihood Development Project (SSLDP) which was launched in 2009 but which ended prematurely in 2011 due to the adverse security situation. The following lessons, which will inform SADEP design and implementation, were sourced from the IFAD country portfolio projects in South Sudan (completed and ongoing) and from other countries that have implemented similar/related projects:
11. According to the Independent Office of Evaluation (IOE) in 2020<sup>[30]</sup>, in fragile settings, a Community-Driven Development (CDD) approach emerges as a highly effective strategy for fostering social capital, reducing conflict, and empowering local communities. The CDD approach will be central to SADEP's intervention strategy for community entry and prioritization of investments;
12. The ongoing implementation of the IFAD-supported South Sudan Livelihood and Resilience Project (SSLRP) demonstrates that there are still capacity gaps in terms of financial management, and the budget preparation and execution continues to be problematic. SADEP has incorporated this lesson, and expanded the Financial Management Manual to provide MAFS(SPCU) and the Implementing Partners detailed guidance on financial management and budget preparation process. In addition to this, there will be full day FM training at start up to ensure staff are aware of IFAD's requirements.
13. The ongoing South Sudan portfolio has experienced delays in the identification and procurement of Third-Party Implementing Partner (TPIP). Recruitment of the TPIP prior to start-up greatly minimizes start-up delays. SADEP's implementation readiness plans include identification and selection of the TPIP prior to Project effectiveness;
14. A study of the South Sudan seed sector has found that, while humanitarian seed supply plays a crucial role in supporting the South Sudan seed sector, there is an urgent need to transform the predominant humanitarian seed provisioning approach, which has been prevailing for decades in the country, into building a robust and resilient seed sector, including a vibrant local seed business. There is also an urgent need to ensure that seed systems development is relevant to the current context of smallholder farmers across South Sudan.<sup>[31]</sup> SADEP will seek to strengthen local seed systems due to their resilience and strengthen linkages with research and private sector to improve agriculture productivity for smallholder farmers;
15. Experience in East and Southern Africa (ESA) in promoting climate smart agriculture technologies shows that it is important to identify the most relevant CSA practices, adapt and involve communities to ensure that farmers can apply the practices with the resources they have<sup>[32]</sup>. SADEP has taken this approach by promoting and developing local seed varieties as a starting point and supporting land preparation activities that are relevant to the communities but currently unavailable to many, such as access to animal drawn implements for land preparation;
16. Fisheries post-harvest losses in South Sudan remain significantly high at 20-50%, despite several development interventions implemented in the past 5 years. This is because most projects have focused particularly on infrastructure at the main landing sites and did not adequately address the constraints before the landing sites, especially at the fishing communities/camps where fishing activities take place, including the knowledge and skills of the fishers on fish handling and food safety. SADEP takes a broader view in addressing post-harvest losses, with attention at the fishing communities/camps; and to increase ice production and availability; and
17. Lessons from global fisheries in other countries and contexts indicate that capture fisheries are susceptible to overfishing unless deliberate and strong fisheries management interventions are included as part of fisheries development programmes. The case is more relevant for South Sudan fisheries due to identified weaknesses in regulatory systems, weak capacity of national and devolved government structures, poor fisheries data and knowledge systems, inadequate resources, among other challenges. SADEP has incorporated this lesson and gives significant attention to actions ensuring sustainable management of fisheries resources.

## 1.5 Rationale and IFAD's comparative advantage

18. As per the Fragility Assessment and Social environment climate assessment procedures (SECAP) Review Note, the country is in a post-conflict situation and needs increased support to address drivers of fragility that impede the development of the food system. Food systems sustaining 88% of rural households, face challenges like variable climate change, skills, and technology gaps. Production challenges are exacerbated by poor infrastructure and high post-harvest losses of 40-50%<sup>[33]</sup>.
19. Food production challenges, exacerbated by food price inflation, is causing severe levels of malnutrition, with around 65% of the population (7.8 m people) estimated to have faced acute food insecurity during the 2023 lean season and estimated 1.4 million children malnourished<sup>[34]</sup>. Hunger and food insecurity combined create fertile ground for conflict and consequently, deepen poverty and malnutrition in a vicious cycle.
20. SADEP responds to Government of South Sudan (GoSS) request for IFAD to support the implementation of the Country Food and Agriculture Delivery Compact (Compact), which aims at improving food security and nutrition. Fish and sorghum are among the priority value chains in the Compact. Sorghum and maize, constitute about 49% of the diet<sup>[35]</sup> and predominantly produced by smallholder farmers. Furthermore, South Sudan's fisheries and aquaculture resources are abundant and underutilized. Fisheries production is only 32 000 tonnes, significantly below the sustainable threshold of 200 000 tonnes for fish production<sup>[36]</sup>.
21. IFAD's brings extensive experience in employing community driven approaches within fragile contexts such as Ethiopia, Somalia, and South Sudan. With a proven track, IFAD excels in developing seed systems, and strengthening productive capacities of smallholder farmers and fisherfolk. IFAD has a comparative advantage in delivering climate resilience, implementing youth, gender, and nutrition mainstreaming approaches, and strengthening producer organizations in contexts like South Sudan.
22. SADEP builds synergies, with other IFAD interventions, as well as a variety of donor investments such AfDB and World Bank. SADEP will expand on the CDD approach piloted by SSLRP which is under implementation. Additionally, SADEP will complement with the recently initiated READ project to provide financial services tailored to the needs of youth and rural women, as well as linking well-functioning VSLAs/CBFOs with on-lending revolving funds from the READ. Furthermore, the SPCU provides coordination and linkages with programs at MAFS funded by IFAD, the World Bank, as well as the AfDB CRAFT project.

## Chapter 2: Project/Programme Description

### 2.1 Theory of Change

23. Rural households living within the targeted areas face several challenges that make them highly vulnerable to the ever-increasing adverse impacts of the fragile situation in South Sudan. These communities are mainly affected by five fragility drivers: a) low agricultural production and productivity caused by limited access to production resources, infrastructure, technologies and services; b) climate change (frequent floods, droughts, and rainfall variability) and environmental degradation; c) gender inequalities and social norms creating unequal opportunities for women and youth, d) food insecurity and malnutrition due to limited technical capacity and access to basic infrastructure; d) conflict over water and natural resources due to poor management and scarcity; and e) weak institutional and governance framework.
24. SADEP's entry point to addressing the challenges mentioned above will be through developing the capacity of communities for community driven planning and prioritization focusing on fisheries and sorghum-based production systems, natural resource management and nutrition. This will be achieved through i) investing in the participatory development and promotion of climate-adaptive, nutrition-sensitive agriculture and sustainable fisheries practices and technologies tailored to community priorities to improve production and productivity; ii) investing in the development of community prioritized appropriate and inclusive climate resilient infrastructure and improved natural resource management to support fish and sorghum food systems; iii) promoting appropriate climate adaptive and nutrition-sensitive postharvest technologies and practices; and iv) developing farmers technical skills in post-harvest management and financial literacy to enhance post-harvest management capacities.
25. Youth and women will particularly be considered as members of producer groups and in providing services in production and post-harvest management activities such as seed business development, production, and fabrication of fishing equipment, providing mechanization and post-harvest management services.
26. SADEP will strengthen local institutions and authorities to coordinate and implement the project and strengthen their capacities to develop and implement policies on fisheries, seeds, nutrition and climate change adaptation for rural sector development and coordination.
27. SADEP will support investments designed to: a) enhance community and ecosystem resilience to climate change by increasing adaptive capacity; and b) reduce deforestation through land restoration initiatives. Improved production and productivity, enhanced capacity for post-harvest management and strengthened capacity and coordination achieved through project activities will lead to greater resilience to climate change and conflicts, and improved food security for target communities and ultimately contribute to enduring peace and reducing poverty.
28. The accomplishment of these interventions hinges on the assumptions that: a) communities accept joint planning and development; b) women and youth have access to incentives for production; c) target communities embrace the trainings; d) communities are willing to adopt climate smart/resilient technologies and practices promoted; e) political will at all governance levels; f) households are willing to change their nutrition behaviours; and g) inclusive activities to ensure full participation of youth and women. The Theory of Change is depicted in the below schematic presentation.

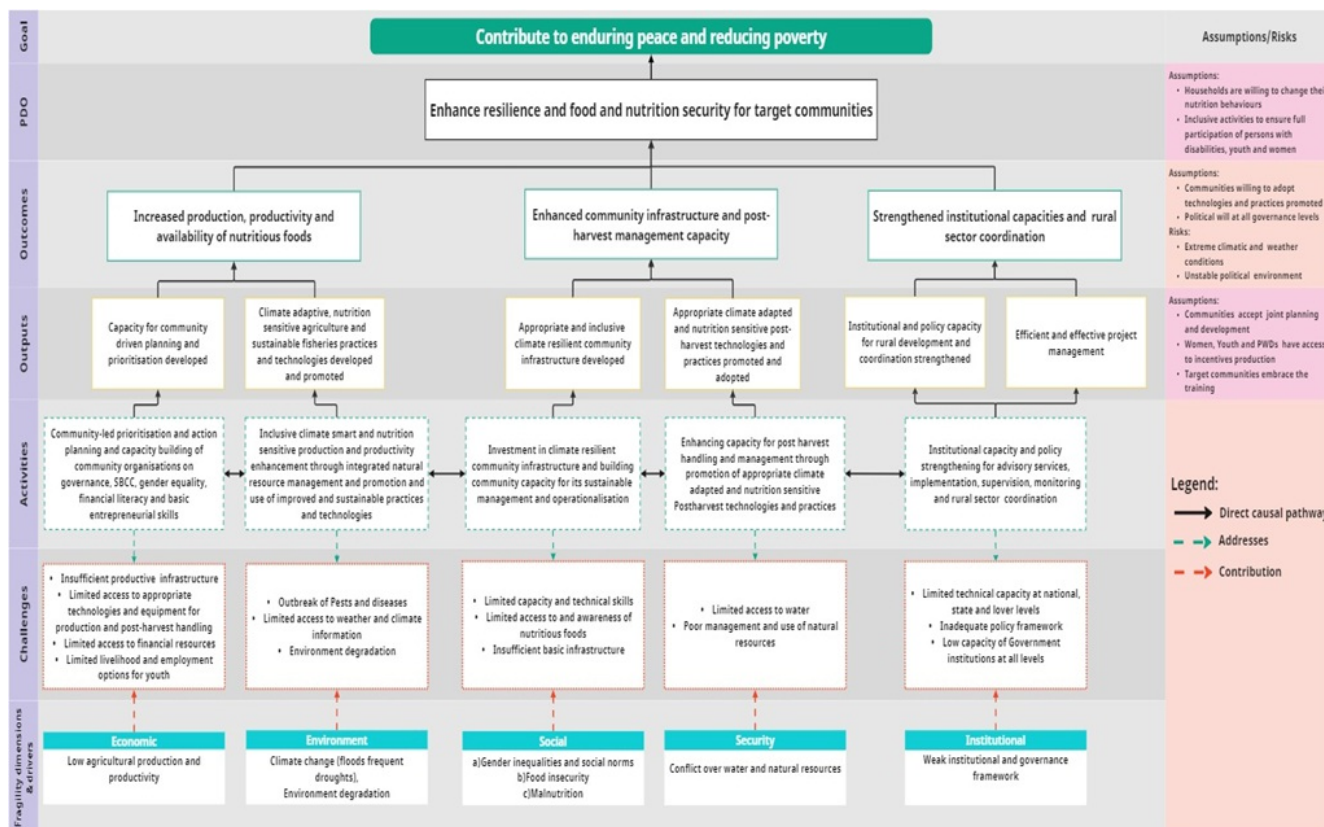


Figure 1: SADEP Theory of Change

## 2.2 Targeting Strategy

29. Following hereunder is a brief on SADEP's targeting related aspects; details are provided in the PIM.
30. **Geographical Targeting** – The geographical targeting strategy of SADEP considers: a) high poverty prevalence; b) relatively secure and low conflict areas; c) production potential and presence of economic opportunities for sorghum and fisheries; and d) food and nutrition vulnerabilities<sup>[37]</sup>. The selection also sought to consolidate IFAD's investments in fewer counties and achieve greater impact. SADEP will also leverage partnership with other development actors within the counties to harmonize and align investments to promote efficiency and effectiveness of interventions. Based on this set of criteria, the following four counties in three neighbouring states were selected: a) Terekeka (Central Equatoria); b) Mundri West (Western Equatoria); c) Mvolo (Western Equatoria); and d) Bor (Jonglei).
31. **Community Targeting** – Development committees will be used to identify communities with higher concentrations of the potential target households based on the focus areas of the Project. This similar approach has been used in SSLRP, resulting in enhanced transparency and fairness in the selection of Project target groups.
32. **Household Targeting** – Households will be identified based on self-targeting and direct targeting, which is elaborated in the PIM. The criteria for selection of households will prioritise women headed households, youth headed households, and households with persons with disabilities.
33. **Poverty Profile** – Approximately 92% of the South Sudanese population is multidimensionally poor, with 74.3% of them are in severe multidimensional poverty, the highest rate in the Horn of Africa<sup>[38]</sup>. All three targeted states have high poverty head count; as high as 85%. Poverty in South Sudan impacts individuals' access to nutritious food and basic services and technologies. On the other hand, fisherfolks in the target communities are located in fishing camps which are often not accessible by road from other communities and instead require boat transport. These communities often experience a joint division of labour between fishery activities, livestock rearing and horticultural activities. These activities generate low incomes and, as such, living conditions in camps are often poor. Levels of indigenous knowledge is high and formal education levels are low.
34. **Target Groups** – The primary target groups are households falling into categories of “poor” and “poorest”, consisting of: (i) smallholder farmers sorghum producers and fisherfolks; (ii) female and male youth from 18 to 35 years old, involved in farming, fishing, and off-farm activities; and (iii) farmers and entrepreneurs involved in community organisations (PO, VSLAs, associations) and value addition.
35. The poor and poorest households comprise of smallholders with less than two-hectare cultivable land, whose livelihoods are highly vulnerable to natural resource degradation and climate change risks. Support for this group focuses on women, both female and male youth.
36. The poorest have no more than one-hectare cultivable land or are landless. This group primarily consists of unemployed female and male youth aged 18-35 years.
37. SADEP's target outreach is estimated at 18,700 rural households (HHs) corresponding to 112,200 persons. In the fishing sector, target groups are based in fishing villages/camps and landing sites and primarily involved in artisanal fishing (using traditional methods, such as nets, traps, and hooks), in fish processing and selling fresh fish and processed fish products (sun-dried, salted/sun-dried and smoked).
38. In line with IFAD's targeting guidelines, SADEP will reach the target group through a combination of geographical targeting, self-targeting and direct targeting mechanisms determined through community participatory processes. Vulnerable people within the poor rural population include women (50%), unemployed female and male youth between 18-35 years (40%).
39. **Gender** – Women and girls undertake a large portion of the labour associated with household production activities and for multiple post-harvest activities, such as threshing, drying, winnowing, storage, cleaning, processing, and marketing with limited access to technologies and services. At the household level, they are responsible for storing grains after harvest for household consumption and as seed. SADEP will ensure participation of women by promoting equity in access to productive and post-harvest assets through promotion of climate resilient interventions including those that reflect their double burden of household work and productive activities. SADEP will: a) support access to labour saving technologies including use of hermetic storage for storing sorghum seeds, improved drying and storage technologies to save women's time and labor, and play both a direct and an indirect role in increasing their income; b) prioritise opportunities for women and girls to be able to participate meaningfully and equitably in fisheries governance institutions and decision-making processes; and c) maintain sex/age-disaggregated data, collection mechanism and results reporting, including participatory decision making.
40. **Youth** – Nearly 70% of the population is under 30 years old. Limited livelihood and employment opportunities (estimated at 50%) drive high youth unemployment rates. This leads to disengagement from school, workplace exploitation and the recruitment of young men into armed groups, undermining social cohesion and prospects for peace. To ensure youth participation, SADEP will include their membership to producer and/or community organisations as precondition for participation in the Project. SADEP will support youth through skills for enterprise development and various enterprises emanating from the priority value chains to support production and post-harvest.
41. **Food Security** – South Sudan faces a dire situation with persistent high levels of acute food insecurity. Nationally, 76% of households are food insecure<sup>[39]</sup>. The most vulnerable populations are severely impacted by multiple factors, including frequent

climate shocks. The latest IPC analysis report<sup>[40]</sup> shows that nearly half the people in South Sudan (46%, or 5.83 million people) face severe food insecurity (IPC Phase 3 or above), with over 1.64 million in a critical state (IPC Phase 4). South Sudanese food insecure households are characterized by higher prevalence of female headed households than male headed households and have higher dependency ratios, including disability and chronic illness status.

42. **Nutrition** – SADEP is a nutrition-sensitive Project and will leverage the CDD approach and well-defined impact pathways to empower communities towards food security. By focusing on community needs, SADEP will drive investments in fisheries, sorghum-based systems, post-harvest improvements, and technical skills training for producer groups that can positively impact on nutrition. In addition, SADEP will utilize a multisectoral approach to ensure that nutrition sensitive interventions that are demand-driven will contribute to both food security and improved nutrition. In poorer rural areas facing recurrent food insecurity, a particular focus will be placed on reducing women's workload through improved access to productive services, technologies, and resources.

### 2.3 Project/Programme Objectives

43. The Project Goal is to 'contribute to enduring peace and reduced poverty' and its Development Objective is to 'enhance resilience<sup>[41]</sup>, food security for target communities'.
44. **Outcomes** – SADEP interventions will focus on addressing the identified factors limiting the effective functioning and inclusivity of the fisheries and sorghum-based production system, together with the other challenges as will be identified by the target communities and the following are the expected outcomes:
- Outcome 1: Increased production, productivity, and availability of nutritious foods;
  - Outcome 2: Enhanced Community Infrastructure and Post-harvest management capacity
  - Outcome 3: Strengthened institutional capacities and rural sector coordination.
45. In line with IFAD's mainstreaming commitments, SADEP was validated as nutrition and youth sensitive, includes climate financing and will build adaptive capacity.
46. SADEP will be implemented over a seven year period; followed by six months of the administrative closure of the Project.

### 2.4 Component, Sub-component and Activities

47. SADEP's development objective will be achieved through the effective implementation of two technical components and a third component focusing on institutional strengthening, policy support and project coordination. There is a fourth component that will serve as a mechanism to a quick response to emergency and disaster (RED). Following below is a summary presentation of the components, the issues they seek to address and planned interventions. Implementation of the technical components will be done by the third-party Implementing Partners and service providers that will be competitively recruited and decentralized structures at county levels. The institutional and policy support interventions will be implemented by MAFS and service providers. Details are provided in the PIM.
48. **Component 1: Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food** – This component is allocated a total of USD 11.9 million (representing about 29% of the SADEP budget). It will focus on strengthening communities to prioritize and plan for their development and addressing production and productivity challenges of targeted value chains as identified by communities through climate smart agriculture and sustainable fishing practices and technologies. It comprises the following subcomponents.
49. **Subcomponent 1.1: Capacity for Community driven planning and prioritization developed.**
50. This subcomponent is allocated a total of USD 1.9 million (representing about 5% of the SADEP budget). It will serve to strengthen communities to plan for their livelihood priorities and will be an entry point to the target communities and interventions for the Project; it will employ a CDD approach.
51. The core activities of the subcomponent are : a) elaboration of the county profiles for each of the selected four counties; b) recruitment of community facilitators and adapt SSLRP facilitation guidelines to the SADEP situation; c) community sensitization; d) strengthen existing CBOs and support the emergence and capacity of new CBOs, where needed; e) identification of socio-economic, environmental and climatic challenges and opportunities within the sorghum and fisheries value chains; and f) development of cluster plans. The selection of Community Facilitators will consider gender and conflict sensitivity. SADEP will ensure that members of the CBOs will be diverse and representative of the different categories of people considered vulnerable found within the communities (women, youth, PWDs, vulnerable households, etc.) The priorities identified in the plans will inform interventions under the different Project subcomponents.
52. **Activity 1.1.1 Elaboration of County Profiles** – these will be prepared in consultation with beneficiaries, development partners and local government authorities, and will provide core information on: a) existing infrastructure and soft (CBOs established, trained, etc.) investments; b) the status of IFAD's mainstreaming themes, including climate and environmental risks, gender dynamics, conflict and youth empowerment; c) assist in the selection of SADEP sites (Payams, Bomas - villages); and d) overall gap analysis on the state of CBOs in the target Counties.
53. **Activity 1.1.2 Recruitment and training of Community Facilitators (CFs)**– these will be recruited to help walk communities through their needs and challenges, enables them to articulate the issues and to prioritise them during elaboration of their cluster development plans. They help inform all areas of decisions by ensuring that every category of the target beneficiaries are



consulted and provide ongoing supportive supervision.

54. *Activity 1.1.3 Community Sensitisation* –aiming to effectively communicate the objectives of the project and participation criteria to community members. The sessions will identify and prioritize key challenges and determine strategies within the project components to address these concerns. Additionally, it will foster community consensus about the relevance of the identified issues and their interest in participating in the different interventions. For inclusivity, separate consultations will be held with different target groups to ensure that all interests are represented.
55. *Activity 1.1.4 Capacity Building of CBOs* – Following community sensitization, interested, CF will facilitate the identification of CBOs based on the project’s targeting criteria to be supported by the project. Capacity building of CBOs, enterprises and households will be a key intervention and will comprise a range of institution-building and skills development activities to enable target communities to take ownership of, and accountability for, their own development initiatives, to strengthen their ability to implement modern sustainable and climate resilient farming, and to adopt healthier diets.
56. *Activity 1.1.5 Elaboration of cluster development plans* - In the selected payam, SADEP will identify, select, and form a total of 84 clusters from neighbouring communities (bomas) through a screening of natural resource management (NRM) and socioeconomic conditions and mobilization meetings at the boma level. SADEP will then facilitate the collaborative development of a simple cluster development plan (CDP). Each CDP will set out local priorities and challenges in the sorghum systems and fisheries sector and identify potential production, nutrition (subcomponent 1.2) and infrastructure and post-harvest requirements that would enable communities to achieve food security and build their resilience (component 2). The CDP will inform the agenda for SADEP action in each location, these will be underpinned by climate change mitigation and adaptation and supplementing any existing development plans of local authorities or other development partners. SADEP will be implemented through various community organisations, including producer organisations. With the weak market system, producer organizations offer an opportunity for addressing various challenges and leveraging opportunities, including collective bargaining power, market access, capacity building and collective risk management (price fluctuations, natural disasters, or market uncertainties). This provides a safety net for individual producers, capacity building and pooled resource mobilization. Local authorities will be involved at all stages of implementation, including participation in planning, implementation oversight, resource allocation and monitoring. Their involvement will ensure that local government priorities are aligned with the CDPs, efficient use of resources and sustainability.
57. ***Subcomponent 1.2: Climate adaptive, nutrition sensitive agriculture and sustainable fisheries practices and technologies developed and promoted.***
58. This subcomponent is allocated a total of USD 10 million (representing about 24% of the SADEP budget). It aims at supporting priorities elaborated within the CDPs for the target rural producers involved in sorghum systems and fishing, to improve, productivity, and production. The preliminary interventions elaborated further are based on the discussions held with communities during design.
59. Sorghum production systems face, the following key challenges: a) limited/lack of availability and access to quality seed; b) use of poor agricultural practices; c) lack of appropriate technologies for land preparation; d) weak extension services, lack of real time climate and weather information leading to increased vulnerability and risk for communities dependent on accurate forecasts for planning and decision-making, resulting in economic losses, low agricultural productivity, and increased disaster impact. Proposed activities will seek to address key productivity issues identified by communities and will be implemented by TPIA, research and extension departments through producer groups (PO). These activities might include: a) strengthening quality nutrition sensitive community seed production, especially women and youth as seed business entrepreneurs; b) Dissemination of climate smart nutritious sorghum, groundnut and sesame varieties, Climate Smart Agricultural (CSA) practices including sorghum and groundnut/sesame intercropping and rotation for dietary diversity, income, soil health and pest and disease management, climate information and nutrition education, for the sorghum-based system, which includes the production of sorghum in rotation or association with groundnuts and sesame; d) supporting producer groups’ access to and use of appropriate land preparation technologies;
60. Activities that are aimed to increase availability of nutritious foods will include: a) support with additional seeds and seedlings for nutritious foods to target farmer groups (Vitamin A rich root crops, leafy vegetables, other vegetables), including multipurpose food trees such as *Moringa oleifera*, and various fruit trees; b) promote climate resilient kitchen gardening technologies and establishment of backyard gardens such as cone gardens, sunken moist beds, keyhole gardens, etc. c) Nutrition education training for extension staff and farmers in good nutrition practices including integration of nutrition modules in Farmer Field Schools; d) Develop comprehensive Nutrition Sensitive Agriculture (NSA) manuals for training extension workers on NSA; manual to be translated into local languages as needed. Additional information on nutrition and food security is presented in Annex 16: Nutrition and Food Security Focus in SADEP.
61. *Activity 1.2.1: Strengthening quality community seed production*; Based on observations and information gathered during design mission field visits, building a robust and viable seed system will require a hybrid system that includes both the informal and formal approaches. Support will be given to build capacity for production of quality seed of farmer varieties which are not only climate but also have preferred culinary traits. These include the short-season landraces that provide an early harvest in August/September, while long-season landraces, able to withstand both dry spells and waterlogging are harvested in December/January. These seed production structures established at community level will eventually be the avenues for entry of the formal seed system which is driven by improved varieties. There is a huge potential to produce seed within South Sudan to spur growth of the seed supply chain and many actors, including public and private sector (seed companies), NGOs and development partners, are involved in addressing this in different capacities and this requires a cohesive approach. Support to building capacity for formal seed systems will leverage on the IFAD Seed Systems Group (SSG) grant. The Seed Systems Group (SSG) grant support is founded on four crucial technical components: a) the development and dissemination of new seed varieties; b) the strengthening of supply systems for improved seed; c) farmer outreach and engagement; and d) regional policy

and coordination. SADEP will enhance and build upon these components in collaboration with SSG through several targeted initiatives as outlined in the activities herein.

62. SADEP will conduct the following activities i) Use Training of trainers (ToT) to build the capacity of 35 extension staff (1 per Payam and 2 each per county through research centres) in seed production ii) Through ToTs, train 86 POsto produce quality seed of climate smart nutrition rich farmer varieties and Quality Declared Seed); Train the Seed POs (86) in seed enterprise management (business skills) including youth-led businesses; iv) Establish community seed banks (one per Payam) as business entities owned and managed by the PO, v) Train 20 EGS and certified seed producers (research and seed companies) including EGS research team at Palotaka in seed production including development of sound seed roadmaps; vi) Train 25 Seed certification unit staff in collaboration with SSG to enhance seed inspection and certification services.
63. *Activity 1.2.2: Dissemination of CSA technologies and practices key outputs:* SADEP will build the capacity of 35 extension staff at county and Payam levels (as TOTs) to deliver well-designed extension packages on appropriate CSA and Nutrition Sensitive Agriculture (NSA) technologies and practices; Support training of 35 ToTs together with 27 community leaders with indigenous knowledge on use of climate information. This will leverage on climate information systems set up by Meteorological (MET) department, the Food and Agriculture Organisation (FAO), World Food Programme (WFP), and CRAFT project. SADEP will support the procurement and installation of eight automated weather stations for data generation, information dissemination at county level and support Pos acquire solar radios (526) to facilitate reception of climate messages. This will be done in collaboration with United Nations Development Programme (UNDP), FAO, and WFP as well as government ministries, such as MAFS, Ministry of Environment and Forestry, Ministry of Humanitarian Affairs and Ministry of Transport.
64. SADEP will Train 526 POs using CSA practices manuals (one CSA manual) to build their knowledge and skills in farming and CSA. In partnership with research institutions and SSG, SADEP will test, evaluate and select preferred varieties with farmers before release by supporting yearly production of EGS for Participatory Variety Trials (PVS), demonstrations and 70,000 minipacks of new climate smart crop nutrition rich varieties (sorghum, groundnut and sesame) released from International Crops Research Institute for Semi-Arid Tropics (ICRISAT) and other partner research institutions with end user preferences (farmer, and market) ii) evaluate the varieties together with agronomic packages on farmers' fields at 5 sites per Payam per year;
65. Following farmer evaluation, SADEP will i) distribute 70,000 mini seed packs of sorghum groundnut and sesame varieties including selected varieties for nutrition for POs evaluation under their own production systems and management; ii) hold field days (1 per Payam per year) to showcase and popularize new varieties and CSA packages bringing together various value chain actors; iii) work with SSG Africa to organise annual seed fairs (1 per county per year) for community seed banks and seed companies to showcase and create awareness and enhance demand for quality seed (local and improved); SADEP will also support the extension staff capacity/mobility to reach farmers regularly.
66. *Activity 1.2.3: supporting producer groups' access and use sustainable land preparation technologies;* Lack of efficient tools for land clearing and ploughing means that the farmers rely on manual land operations thereby limiting the size of land the families can prepare for crop production. Tractor hire is beyond the reach of the majority of the farmers and animal traction using oxen ploughs is already tested and adopted in some areas, and while relatively cheaper, is scarce and still overpriced. For instance, only three pairs of oxen-ploughs were found in Karika area in Kotobi Payam of Mundri West and charge as high as 45,000 South Sudanese pounds (USD 32.1) to plough one Feddan (1.038 Acres). SADEP will support the POs to embrace and adopt use of mechanized land preparation: i) ToTs will be selected by the communities to be trained in use of animal traction in land preparation; ii) Youths (with oxen) within POs (1 per PO) will be facilitated to acquire oxen ploughs and trained (including business skills) to provide services to other members as a business.
67. South Sudan's fisheries sector holds immense potential for sustainable economic development and food security. However, the sector remains relatively underdeveloped compared to other African countries. Despite facing several challenges, efforts to harness the abundant aquatic resources offer promising avenues for job creation, poverty alleviation, and nutritional enhancement, especially for rural populations. Fish is an important source of protein for many South Sudanese households, particularly in rural areas where access to other protein sources may be limited. The country is endowed with vast water bodies, including the Nile River (White Nile and Blue Nile), Sobat River, and various lakes and swamps, which form a rich habitat for diverse fish species and biodiversity. A thriving capture fishery occurs in the major rivers, most prominent in the Nile, as well as in the expansive wetlands which are concentrated on the vast Sudd swamps that lie between Malakal in Upper Nile State and Bor in Jonglei State. A detailed account of the country's fisheries sector is presented in Annex 14: Technical Annex on Fisheries Interventions.
68. The country's fisheries face the following key challenges: a) weak regulatory framework and institutional capacities of the state and county authorities to manage fisheries; limited fish handling and processing skills by fishing communities; d) limited access to fishing and post-harvest inputs and equipment by IFAD's target groups; and e) lack of data, information, knowledge and capacities to effectively monitor the impacts of fishing activities.
69. SADEP responds to these challenges by focusing on the following priority issues; a) sustainable management of fisheries resources with strong participation of local communities in collaboration with State and County Government Fisheries authorities d) harness fisheries data and indigenous knowledge for monitoring the impacts of fishing activities and management of resources; and e) enhanced access to proper fishing inputs and equipment by IFAD's target groups to increase production and benefits from the resource in a sustainable manner.
70. *Activity 1.2.4 Strengthening community-based sustainable management of fisheries.* This will involve strengthening local capacities for implementation of community-led fisheries management plans and promoting good fishing practices. SADEP will prioritize addressing issues identified by communities through the CDD process. This may include restrictions on unsustainable fishing methods or practices that harm sensitive ecosystems or controlling the use of certain types of fishing gear or mesh sizes that are destructive or non-selective and which target juvenile fish before they have attained reproductive age. Minimum mesh

size restrictions may be established to protect juvenile fish and maintain healthy fish populations while closed fishing zones and seasons may be determined to protect spawning grounds for vulnerable fish stocks. Furthermore, SADEP will improve coordination in the functions of States Fisheries Departments, Counties, and sub-counties (Village and Payam and Communities) through regular interactions and capacity building of the State/County fisheries extension services towards sustainable fisheries management. The following are the expected key outputs:

- a) *Community-based fisheries management plans implemented in 20 villages/camps*, involving the input and effective coordination of fishing communities, traditional leadership, Payam councils, County and State Fisheries Departments;
- b) *Extension staff and fishers trained on sustainable fisheries management*, ecosystems approach to fisheries, good fishing practices, fishing regulations, permitted gear types, alternative livelihoods etc.; and
- c) *Strengthened fisheries extension services* with the provision of 6 motorcycles and 2 fiberglass boats equipped with outboard engines to enhance the mobility and outreach of field extension workers in the fishing communities.

71. *Activity 1.2.5: Supporting community-based fisheries data, indigenous knowledge, and monitoring systems for sustainable fisheries management* – This activity seeks to support collection and documentation of community-based fisheries data/information and indigenous knowledge generation and analysis and to monitor status and trends in the fishery sector. It will develop simple templates and provide appropriate hands-on training, resources, and the kits for recording key basic data for monitoring the status and changes in the fishery sector. These include data and indigenous information to assess fish production (quantities caught, species composition etc.), fishing effort (number and types of fishing vessels, number and types of fishing gear, registration of fishers etc.), fishing activities (fishing sites, spawning and nursery areas, spawning seasons etc.). The key output from this intervention include:

- d) Community-based fisheries data collection, indigenous knowledge and monitoring system developed in 20 villages/camps; and
- e) Capacity building of State and County Fisheries staff and fishing communities on participatory fishery data collection, analysis and monitoring.

72. *Activity 1.2.7: Provision of support for sustainable fish production* – The focus of the intervention will be to provide fishing communities with the appropriate inputs and equipment to enable them to fish sustainably. SADEP will develop the opportunities around construction of sustainably sourced wooden plank boats, including the improved fibre-reinforced type, and the opening of fishing gear outlets at landing sites. This will largely be done by trained youth boat construction enterprises; the same youth groups will be trained to provide advisory services to their clients on boat management. The following are the expected key outputs:

- a) 6 new boat construction youth enterprise groups employing 40 youths established and their capacity developed; and
- b) 2 fishing gear retail outlets established, operated by the private sector and/or fishers' associations.

73. **Component 2: Enhanced Community Infrastructure and Postharvest Management and Handling Capacity** – This component is allocated a total of USD 16.9 million (representing about 41% of the SADEP budget). Complementing Component 1 and informed by the community priorities identified in subcomponent 1.1, the objective of this component is to enhance community climate resilient [\[42\]](#) infrastructure and post-harvest management capacity with a nutrition, gender, and youth lens by enhanced access to climate resilient NRM enhanced infrastructure and post-harvest management practices and technologies, business management and financial literacy skills. The component consists of two subcomponents.

#### 74. **Subcomponent 2.1: Appropriate and inclusive climate resilient community infrastructure developed.**

75. This subcomponent is allocated a total of USD 12 million (representing about 29% of the SADEP budget). The subcomponent supports enabling infrastructure for the targeted value chains. It will invest in the selected value chains-related infrastructure identified as crucial for food security in the sorghum-based systems and fisheries sector. To ensure ownership and sustainability, infrastructure gaps and the potential interventions will be identified in subcomponent 1.1 through the Community-Led Planning and Prioritization following a CDD approach. Through the CDD process, communities will be facilitated to collectively commit to safeguarding both access to land and security of tenure. At the local level, the project will work with local administrators to promote the signing of land leasing agreements and the use of voluntary land donation consents. All identified infrastructure will be prioritised and implemented and integrated with NRM activities after feasibility assessments. NRM activities will sustainably manage and protect natural resources, mitigate environmental degradation, enhance ecosystem services around infrastructure. When effectively implemented, planned interventions will contribute to a) increased production and availability of safe nutritious food; and b) enhance the capacity for post-harvest management.

76. *Activity 2.1.1 Sorghum related infrastructure*: To enable gradual infusion of new/improved varieties of sorghum and associated crops into the production system, an early generation seed (EGS) production and delivery facility at Palataka National Basic Seed Centre run by the Department of Research at the Ministry of Agriculture and Food Security (MAFS) will be supported. This EGS facility will be linked with seed companies and community-based seed farmers to access breeder/foundation seed for production of certified and QDS seed within South Sudan. To minimize community seed production loss due to droughts, SADEP will support community-led small-scale irrigation systems targeting mainly those communities and POs focusing on, but not limited to sorghum crop and seed production. SADEP will also strengthen communities' resilience, especially during periods of drought, by supporting development and management of twelve solar powered multiple water use systems supporting water provision for backyard gardens irrigation, domestic use (water points), and/or livestock watering (water troughs) – three multiple water use systems per county. To address high post-harvest losses which reach up to 40% caused by use of traditional practices to protect stored grain and lack of access to improved crop storage practices and facilities, SADEP will support the construction of improved post-harvest infrastructure. The outputs of this activity will be:

- a) At least 15 ha with irrigation system at Palataka research centre to increase and stabilise seed production and productivity of Sorghum and also, Groundnut, Sesame and other relevant crops' seeds developed;
- b) Providing cold storage equipment for one seed centre;

- c) 100 ha (25 ha per county) community-led small-scale irrigation systems developed in Payams selected by the community (seed producer POs)
- d) Twenty-seven (27) small-medium capacity (50-100 tonnes) community seed aggregation stores to be run and managed by beneficiary PO inclusive of youths.

77. Activity 2.1.2 *Fisheries related infrastructure*: For fisheries, the focus will be either at production, storage, transportation, and marketing levels. Planned interventions will include:

- a) Development of two<sup>[43]</sup> small-scale and climate resilient fish landing sites designed to withstand extreme weather, as first points of sale with appropriate management mechanisms in place;
- b) Establishment of four<sup>[44]</sup> CBO-led cold chain technology, focusing on investing in ice making technologies that can provide services for production, storage, or marketing; and:
- c) Development of selected fish processing basic infrastructure including twenty<sup>[45]</sup> cost-effective and environmentally friendly solar fish tent dryers.

78. Activity 2.1.3: *Feeder roads*: In addition, SADEP will support both value chains main actors through the rehabilitation of 50 km of rural roads into climate resilient feeder roads<sup>[46]</sup> connecting production/landing sites to markets or to the main roads. This intervention will support market linkage and will contribute to the efforts to reduce post-harvest losses and create temporary jobs.

79. Both value chains related infrastructure will be identified according to a community-led prioritization and action planning. Necessary feasibility studies and designs will be developed to ensure infrastructure technical and economic viability. Climate risks will be considered during infrastructure design preparation and adequate measures will be integrated into designs to ensure infrastructure resilience to climate shocks. For the water related infrastructure, both surface and groundwater sources will be considered. Groundwater sources will be preferred for multi-purpose water systems to ensure compliance with national and international/World Health Organisation (WHO) drinking water quality standards. The use of efficient and climate adapted water saving technologies for irrigation systems will be encouraged. Whenever required, solar pumping will be promoted and needed, adequate drainage systems will be implemented to prevent soil salinization and waterlogging risks.

80. Activity 2.1.4 *Capacity building for maintenance*: communities will be facilitated to establish inclusive operation and maintenance committees for all the developed infrastructure. The committees will be capacitated variously to put in place systems that would ensure effective, efficient, and sustainable use of the different infrastructure with clear income generation models for their maintenance; and will ensure participation of women and youth in various capacities. Completed infrastructure will then be handed over to these capacitated committees for sustainable infrastructure operation, maintenance, and management.

81. Activity 2.1.5: *Natural Resource Management within developed infrastructure*: SADEP will implement NRM activities that are closely integrated with the developed infrastructure to enhance community resilience to climate change. These NRM activities will be carried out within 1km of developed infrastructure, ensuring a cohesive approach to sustainable development focusing on the following activities: a) the awareness creation on natural resource management to communities; b) capacity development on NRM to experts and communities and local institutions to strengthen ownership of NRM activities; c) Establishment of Tree Nurseries. The nurseries will be for multipurpose tree seedlings to mainly support NRM activities around infrastructure and beyond with the aim of: i) safeguarding the infrastructure; ii) reducing environmental degradation, such as soil erosion; iii) contributing to climate smart activity (CSA) practices, such as agroforestry; and iv) creating employment opportunities for rural youth (landless), and returnees; and d) landscape management, including afforestation, conservation, and area closure. The following are the expected key outputs:

- a) 20,000 hectares of degraded land restored through reforestation, conservation efforts, and sustainable land management practices;
- b) four multipurpose tree nurseries established providing facilities for propagating diverse tree species and supporting reforestation and landscape rehabilitation; and
- c) 48 sessions of awareness and capacity building at community level, including local institutions, county and national level undertaken.

82. **Subcomponent 2.2: Appropriate climate adapted, and nutrition sensitive Postharvest technologies and practices promoted and adopted.**

83. This subcomponent is allocated a total of USD 4.9 million (representing about 12% of the SADEP budget). It will provide a range of support to enhance the functioning of inclusive POs to improve post-harvest management for food security informed by priorities identified in the community prioritization process. This will be strategic entry point for women, youth, and other vulnerable persons. Following below is a summary of the constraints and planned interventions.

84. For sorghum POs, the following are the key challenges: a) poor organization and leadership skills of producer groups; b) use of poor post-harvest and storage technologies and practices; c) lack of value addition technologies; and d) lack of marketing and business skills. Planned activities include:

85. Activity 2.2.1 *Sorghum related post-harvest management technologies and practices*: SADEP will promote nutrition sensitive technologies and practices that ensure clean quality grain with minimal handling and storage losses. The key project interventions will be: a) Develop post-harvest handling manuals (one per crop – sorghum, groundnuts and sesame) to be used in training and translate in to popular local languages; b) Capacitate 35 extension staff (ToTs) and POs in the use of post-harvest technologies (threshers and shellers, Hermetic bags and metallic silos) and practices; c) Support 105 women and 105 youth groups within POs to acquire/access threshers /shellers on cost sharing basis and offer services to the POs members and as businesses; d) Train Home Economists and nutrition TOTs (MAFS: one per county) and women and youth (50:50) in product development and facilitate the women and youth to access to product development equipment; e) Facilitate equipment

fabricators/producers to train local artisans (2 per county) in fabrication of post-harvest machinery (threshers and shellers) and baking ovens, groundnut roasters;

86. *Activity 2.2.2 Fisheries related post-harvest management technologies and practices:* Fisheries post-harvest losses are estimated at 20-50%, with seasonal peaks, especially during the rainy seasons. Several factors contribute to high post-harvest losses: a) inadequate infrastructure; b) poor and unhygienic handling practices during and after catch; c) inadequate fish processing and preservation methods; d) limited access to markets; e) lack of awareness of proper post-harvest handling techniques and the importance of minimizing losses; and f) natural factors such as temperature fluctuations, heavy rainfall, pests, and diseases. A summary of the planned post-harvest reduction interventions under this subcomponent is presented here;

- Improved dried fish processing and preservation technologies in the fishing camps/villages to increase shelf-life, quality, nutritional and economic value of dried fish products. This will be done using different technologies<sup>[47]</sup> – energy-saving drying kilns, raised fish drying racks, and UV treated solar fish tent dryers<sup>[48]</sup>;
- Improved fish cold chain particularly focused on ensuring improved ice production and distribution for fresh fish handling. Specific interventions include: i) provision of Technical Assistance to develop strategy for effective ice production and distribution; and ii) provide fishermen and cold chain actors with the facilities and tools to access ice<sup>[49]</sup>; and
- Training of extension staff, fishermen and women in the fish value chain to increase knowledge and skills in fish processing, preservation, handling, storage, hygiene, food safety, marketing, and consumption. Specific interventions will include: i) training workshops at the county level targeting extension staff and Fish Inspectors; ii) community-level training and demonstrations at the landing sites and fishing camps/villages; and iii) the undertaking of SSTC exchange learning visits to neighbouring countries<sup>[50]</sup>.

87. The following are the expected key outputs:

d) Dried fish processing and preservation facilities developed, including 300 drying racks, 60 energy efficient ovens and 20 fish tent dryers;

e) Support with community prioritized fish processing equipment such as simple milling equipment for fish powder as ingredient for cottage level food product development;

f) 4 tonnes of ice produced per day and being accessed by the fishing communities;

g) 60 training workshops undertaken, 60 sessions of community-level training and demonstration provided and two SSTC exchange learning visits undertaken all of which contribute to increased knowledge and skills by fishing communities on fish handling, processing, preservation, and food safety.

88. Activities to enhance utilization of nutrient rich foods will include: a) Promotion of post-harvest practices that preserve and enhance nutrient quality of food produced by POs and through backyard gardens; b) Train POs on technologies or equipment and product development for safe home storage and food preservation for increased shelf life; c) Capacity build extension workers, home economists, nutrition ToTs on value addition and product development intended to be cascaded to POs; d) Provide POs with support for acquisition of context appropriate value addition technologies such as small scale millers, grinders, roasters, small scale solar vegetable driers, for sorghum based products, etc. e) Develop knowledge products for nutrition e.g recipe books at least one per value chain promoted including with emphasis on complementary recipes; f) Targeted nutrition education and SBCC for community household members as prioritized in the CDD planning process; g) Cooking demonstrations for nutrient retention and promotion of diversified diets with specific attention to women and children diets.; h) Promotion of good hygiene practices through community led WASH campaigns; i) Support provision of labour and time saving technologies (cooking stoves) to reduce women's workload j) Support the groups to promote products during annual field days and agricultural shows to increase consumption and commercialization

89. *Activity 2.2.3 Strengthening PO level access to finance.* Most of the population, particularly in rural regions, still lacks access to banking services and its infrastructure, such as poor road networks, coupled with localized conflicts, has resulted in the concentration of financial institutions in major urban centres, leaving the impoverished and vulnerable populations underserved. Even in areas where domestic banks operate, they struggle with insufficient capitalization and an increase in non-performing loans, largely due to long-standing issues of inflation and currency devaluation. To enable POs supported by the project to invest in the technologies promoted by the project and then develop towards businesses, SADEP will strengthen the capacity of PO to access finance through village savings and loans by:

a) mapping and grading of existing VSLAs where the 526 PO are members of to determine their level of group maturity and operations and establish new VSLAs within the targeted POs as needed in the relevant project communities. Up to 200 VSLAs<sup>[51]</sup> will be supported and developed towards graduation;

b) Informed by the CDD priorities and needs assessment, develop capacity building and specific training activities to improve VLSA group dynamics, enhance financial literacy, increase savings mobilization, expand loan portfolios, and improve loan quality, with the aim of graduating them into independent and self-sustaining Community Based Financial Organizations (CBFOs) with formal registration to the extent possible, for example as SACCOs. The training of members will include awareness of climate change issues and their impact on productive activities and finances. The formation and governance training for these groups will emphasize on at least 30% quotas for women in leadership positions and overall minimum 50% and 30% quota for women and youth respectively;

c) develop financial services customized to the needs of the youth and rural women; and

d) facilitate the linkage of well-functioning VSLAs/CBFOs with Micro-Finance Institutions (MFIs) or commercial banks who may offer on-lending revolving funds or other IFAD projects (READ) for example in areas where the project has geographic overlap, and related instruments, subject to availability and viability of such options from a study to be commissioned not earlier than year 3 of project implementation.

90. The following are the expected outputs:

- a) 200 CBFOs trained using VSLA-based methodologies out of which at least 100 shall be facilitated to matured stage, and subject to opportunities based on a study to be conducted;
- b) At least 100 VSLAs have their operations digitalized and graduated to be linked to MFIs/commercial banks; and
- c) At least 100 VSLAs access a wider range of financial services, including access to external resources from on-lending revolving funds and similar instruments.
91. **Component 3: Subcomponent 3.1: Institutional Strengthening and Policy Support** – This subcomponent is allocated a total of USD 3.9 million (representing about 10% of the SADEP budget). The subcomponent will have a dual focus: institutional strengthening and policy support.
92. *Institutional Strengthening* – This intervention will seek to augment the capacity of the institutions at the national, state and county levels that will be responsible for overseeing and/or implementing SADEP activities. The following activities will be undertaken: a) logistical support to the state and county extension agents; b) Capacity Strengthening in Project Financial Management at National, State and County Levels; c) Capacity Strengthening in Project Procurement processes at National, State and County Levels; d) Capacity Strengthening in Project M&E and KM at National, State and County Levels; e) Capacity Strengthening of Government staff at National, State and County Levels in Social Inclusion Aspects; f) Capacity Strengthening in Project Management at National, State and County Levels. Specificities will be determined based on the findings of the Capacities and Systems Needs Assessment that was done under the SSLRP.
93. *Policy Support* – This intervention aims at ensuring that there is a supportive policy environment during and after implementation. While there is ample need for supporting government to formulate/revise/update different policies/strategies/acts/ regulations to improve the regulatory function. SADEP will limit its focus on a small number of policy areas to ensure that those areas get adequately supported during Project implementation. The following areas were identified in liaison with government: a) support community participation in validation of Fisheries and Aquaculture Legal Framework (Bill); b) completion of pending draft seed policies/laws together with the provision of support to improve enforcement of seed inspection and certification regulations and seed import laws; c) review and alignment of climate change adaptation-related and environmental national policies to improve cross-sector climate change adaptation and environmental policy coherence, including the integration of the role of the private sector; and d) support the preparation of the national nutrition multisectoral strategic action plan through Ministry of Agriculture and Department of Nutrition in the Ministry of Health. The process to be followed is detailed in the PIM.
94. **Subcomponent 3.2: Project Coordination and Management** – This subcomponent is allocated a total of USD 8.7 million (representing about 20% of the SADEP budget) seeks to provide SADEP with efficient and effective coordination, including planning and implementation, financial management and control, procurement support, monitoring, evaluation and knowledge management, and progress reporting. It will also ensure liaison and linkages with all other projects/programmes being implemented in South Sudan that seek to address similar constraints. Implementation will be through third-party implementing partners. Details are provided under the implementation arrangements section.
95. **Component 4: Response to Emergency and Disaster (RED)** – The SECAP review highlights South Sudan's high vulnerability to climate change, extreme weather events and pest outbreaks. Predictions indicate that these challenges will continue to jeopardize livelihoods, food security, and the well-being of rural populations, including those dependent on agriculture and fisheries, in the coming years.
96. The risks of these events to happen during the Project implementation is assessed as substantial. To mitigate these risks, a RED component is integrated within SADEP as a mechanism for the provision of immediate assistance to enhance the resilience of smallholder farmers and fishermen, while ensuring a gender sensitive and sustainable response.
97. The triggers to activate the RED component include i) official declaration of emergency, extreme weather events, natural disasters(drought and floods), and pest outbreaks (such as locusts/fall armyworms/quelea birds, etc.) by the relevant government authorities; ii) and an official request to IFAD from the Government to activate the component; and iii) when assessments conducted by local authorities, NGOs, or community-based organizations identify more than 50% damage loss to fisheries and sorghum assets .
98. A dedicated budget of about USD 1 million (representing about 2% of the SADEP budget) for response activities has been included in the Costab as a lumpsum to cover short term response activities under this component in the SADEP geographical area. This will include the acquisition or replacement of productive materials affected by floods or droughts; procurement of inputs including for pest outbreaks; rehabilitation and/or reinforcement of infrastructure damaged by more than 50%; and development of early warning systems that provide communities with advance notice of impending disasters, allowing beneficiaries to take protective actions.
99. If the RED component allocation is not sufficient or partially used at MTR, a reallocation will be considered, at least 2 years before the Project completion date. Upon activation, a specific committee will be established to refine the proposal for utilizing the component.
100. The component recognizes the importance of the participation of local communities, local institutions, and authorities in the allocation of the component resources. The results of the component will be systematically monitored with gender-disaggregated data to monitor the impact of the response on different gender groups and lessons learned will be incorporated for future allocations to assure the maximum impact.
101. An Emergency Response Operations Manual will guide the implementation of the RED component, ensuring coordinated and effective emergency response measures within the SADEP framework.

## 2.5 Sustainability, Scaling Up and Exit Strategy

102. SADEP aims for sustainability across five dimensions:

- a) *Socio-Economic Sustainability*: SADEP adopts a Community-Driven Development (CDD) approach to empower local communities, ensuring project initiatives align with their needs and priorities in chosen value chains. This approach fosters community cohesion, resilience, and long-term commitment to SADEP's objectives. Emphasis on youth involvement cultivates future leaders, promoting active participation in decision-making processes, and addressing challenges faced by young people. Gender equality is promoted throughout activities, fostering inclusivity, fairness, and balanced communities;
- b) *Institutional Sustainability*: CDD ensures beneficiary communities influence project implementation. Partnerships with public and community institutions align with government agendas, strategies, and policies. Capacity building will strengthen farmers and institutions, ensuring sustainability beyond SADEP's lifespan. In addition, the capacity of farmers and their institutions will be strengthened variously, including in the operation and maintenance of the different infrastructure.
- c) *Technical Sustainability*: Investment in capacity building for technical staff and communities will facilitate the uptake of agricultural innovations, promoting sustainable practices like quality seed use, good crop management, and post-harvest handling. Strengthening research and empowering extensionists will ensure continuity of project efforts.
- d) *Environmental/Climate Change Sustainability*: SADEP promotes climate-resilient agricultural practices and infrastructure, such as water points and small-scale irrigation systems. Sustainable land management techniques will mitigate land degradation and enhance biodiversity. Community-based planning ensures interventions address specific environmental and climatic challenges, supporting sustainable development amidst climate change.
- e) *Financial Sustainability*: Community-Based Financial Organizations (CBFOs) supported by SADEP aim for operational and financial self-sufficiency. Graduated groups will be linked with microfinance institutions and commercial banks, fostering mutual benefits and wider financial services access. Financial literacy improvements enhance livelihood choices.

103. **Scaling-up** – SADEP will focus on interventions that seek to make lasting impact on the target beneficiaries' livelihoods. Accordingly, GoSS has already expressed the desire to scale the Project's successfully implemented interventions to other parts of the country. For instance, Palotaka, Jur River and Wau have been indicated for scaling activities with Additional Financing. There is a huge potential to produce seed within South Sudan to spur growth of the seed supply chain. A total of 63% of the seeds produced locally went to humanitarian organizations. Development agencies provide sorghum seed (improved varieties sourced from neighboring countries) as an emergency response. Most of the time, the seed either comes too late into the season, has low germination percentage or has low purity; this is largely attributed to poor enforcement of seed import regulations for quality control. Members of the Seed Traders Association of South Sudan (STASS) see the private seed companies as critically important for improving food and nutrition security for the country. Private seed companies also see the need to produce quality seed of varieties in demand by farmers in country and making the seed business demand-driven. Seed self-sufficiency is therefore likely to be scaled up through public private partnerships.

104. **Innovation** – SADEP introduces UV treated solar fish tent dryers, which have proven to increase the drying rates, good nutrient retentions and improved quality of dried products. Fish drying racks (e.g. net-covered drying racks, UV-treated PVC, etc.); will be introduced in the fishing camps/villages to reduce post-harvest losses; b) cold chain and appropriate distribution of the ice through insulated ice boxes and containers to the different stakeholders; c) the use of solar powered multiple water use systems supporting water provision for backyard garden irrigation, domestic use (water points), and/or livestock watering; and d) facilitating the process of not only producing quality seeds but also ensuring access by the target beneficiaries through strengthening quality community seed production, by facilitating the establishment of community seed banks, build capacity of stakeholders and form a network of community and formal seed producers, especially women and youth as seed business entrepreneurs.

105. **Exit Strategy** – The CDD approach ensures beneficiary control of the project process. Community organisations, inclusive of CBOs, will be promoters and managers of socio-economic change and will be capacitated to plan, implement, and operate subprojects. The other element relates to the planned involvement of government's institutions at the national, state and county levels. These institutions will be involved in AWPB preparation, overseeing activity implementation and in monitoring implementation progress. In addition, SADEP will provide capacity building to these institutions. The third-party Implementing Partners will be required to work through government frontline extension agents; the capacities of these extension agents will be augmented to ensure their effective participation. Also, capacities of the respective government institutions will be variously strengthened (through Subcomponent 3.1) to ensure effectiveness. Other elements include the expected method of operation, maintenance, and management of all the different infrastructure.

106. Youth will be facilitated to grow opportunities for sustainable enterprise development at various links of the value chains through: a) building seed businesses; b) capacity building in seed production and business skills, linking them to foundation seed sources; c) building awareness of farmers in the use of quality seeds, thus creating a demand pull for seeds to sustain the seed market in the local communities; and d) linking the youth to seed companies as contractual seed farmers. In addition, capacity of the youth will be built in the use of the production and post-production equipment, linkage to POs to provide services and capacity building in equipment fabrication, maintenance and repair to serve local market; this will build continuity.

107. Targeting the youth for the off-farm economic opportunities is not only sustainable but also addresses the challenges of lack of access to productive assets and lack of relevant skills for the job market. As such, building their skills around these service provision links of the value chains ensures that they attain the requisite skills for the needed services and remain relevant beyond the life of the Project.

## 2.6 Project financing

108. The total cost for SADEP including price and physical contingencies over 7-years implementation period is estimated at US\$ 40.8 million. The investment costs have been estimated at US\$33.7 million (89% of the base costs), and recurrent costs estimated at US\$ 4.7 million (11% of the total costs). Price and physical contingencies are estimated at US\$ 2.6 million (US\$1.4 million and US\$1.2 million respectively).

109. Component 1 (Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food) has been allocated 29 % of the total costs, equivalent to US\$11.8 million. Component 2 (Enhanced Community Infrastructure and Post-Harvest Management Capacity) has been allocated the biggest portion of the total project costs, amounting to US\$ 16.8 million (41% of the total costs). Component 3 (Institutional and Policy Strengthening, Project Coordination and Management) has been allocated US\$ 12.1 million (30%). The project has been designed with a Response to Emergency and Disaster (RED) component to mitigate risks related to climate change, weather shocks and pests outbreak foreseen in South Sudan with an allocation of 2% of the IFAD funds (US\$0.980 million).

110. The SADEP costs by component and by categories of expenditure are shown in the below tables.

**Table 1: Costs by Components/Subcomponents) and Financier ('000 USD)**

	IFAD Loan		Financing Gap		GEF/LDCF		AfDB Parallel		Beneficiaries		GoSS		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	In-kind	%	In-kind	%	Amount	%
<b>1. Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food.</b>														
Community-Led Planning and Prioritization	1 023	53	239	12	-	-	666	34	-	-	15	1	1 942	5
Sustainable and Climate-Smart Nutrition-Sensitive Production Systems	2 325	24	2 911	29	1 202	12	3 040	31	-	-	419	5	9 897	24
<b>2. Enhanced Community Infrastructure and Post-Harvest Management Capacity</b>														
											0			
Community-Led and Resilient Rural Infrastructure	3 038	25	584	5	5 211	43	1 700	14	1 600	13	46	4	12 179	30
Capacity Building and Inclusive Post-Harvest Technologies and Practices	495	11	1 463	31	2 094	45	-	-	-	-	640	4	4 691	12
<b>3. Institutional and Policy Strengthening, Project Coordination and Management</b>														
											0			10
Institutional Strengthening and Policy Support	447	12	1 112	29	-	-	2 300	60	-	-	7	2	3 867	20
Project Coordination and Management	2 473	30	3 492	43	426	5	1 794	22	-	-	40	4	8 224	
<b>4. RED</b>	490	5	490	5	-	-	-	-	-	-	-	-	980	2
<b>Total</b>	<b>9 800</b>	<b>24</b>	<b>9 800</b>	<b>24</b>	<b>8 932</b>	<b>22</b>	<b>9 500</b>	<b>23</b>	<b>1 600</b>	<b>4</b>	<b>1 167</b>	<b>3</b>	<b>40 800</b>	<b>100</b>

**Table 2: SADEP Costs by Category and Financier ('000 USD)**

Expenditure category	IFAD loan		Financing Gap		GEF/LDCF		AfDB Parallel		Beneficiaries		GoSS		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	In-kind	%	In-kind	%	Amount	%
<b>Investment costs</b>														
A. Civil Works	1 972	23	-	-	3 551	42	1 294	15	1 600	19	-	-	8 418	21
B. Consultancies	1 957	26	3 153	42	956	13	1 027	14	-	-	385	5	7 478	18
C. Equipment and Materials	573	21	66	2	878	33	1 020	38	-	-	166	6	2 702	7
D. Goods, Services and Inputs	1 222	13	1 642	18	2 210	24	3 918	42	-	-	275	3	9 267	23
E. Training and Workshops	2 571	31	3 355	41	912	11	1 079	13	-	-	341	4	8 259	20
<b>Total investment costs</b>	<b>8 295</b>	<b>23</b>	<b>8 217</b>	<b>23</b>	<b>8 506</b>	<b>24</b>	<b>8 338</b>	<b>24</b>	<b>1 600</b>	<b>4</b>	<b>1 167</b>	<b>3</b>	<b>36 124</b>	<b>89</b>
<b>Recurrent costs</b>														
A. Operation and Maintenance	233	40	290	50	60	10	-	-	-	-	-	-	583	1
B. Salaries and Allowances	1 272	31	1 293	32	367	9	1 162	28	-	-	-	-	4 093	10
<b>Total recurrent costs</b>	<b>1 505</b>	<b>32</b>	<b>1 583</b>	<b>34</b>	<b>426</b>	<b>9</b>	<b>1 162</b>	<b>25</b>					<b>4 676</b>	<b>12</b>
<b>Total</b>	<b>9 800</b>	<b>24</b>	<b>9 800</b>	<b>24</b>	<b>8 932</b>	<b>22</b>	<b>9 500</b>	<b>23</b>	<b>1 600</b>	<b>4</b>	<b>1 167</b>	<b>3</b>	<b>40 800</b>	<b>100</b>

### SADEP Financing Plan

111. SADEP's financing and co-financing plan is as follows: IFAD financing is US\$9.8 million (24% of the total costs). The Project has been designed with a financing gap of US\$9.8 million. This financing gap of US\$9.8 million may be sourced through subsequent performance-based allocation system cycles under financing terms to be determined and subject to internal procedures and subsequent Executive Board approval, or by co-financing identified during implementation; b) Co-financing from GEF/LDCF is estimated at US\$8.93 million (22% of the total costs); c) the AfDB parallel financing to the Project is estimated at US\$9.5 million (23% of total cost) through the CRAFT project (to be presented to the AfDB board in June 2024); d) domestic in-kind co-financing from the Government of South Sudan is estimated at about US\$ 1.16 million (3% of total cost) and the target beneficiaries in form of in-kind contribution is estimated at about US\$1.6 million (4% of total cost).

112.

**Table 3: SADEP Financing Plan**



## Financing Plan

(US\$ '000)

	Foreign	Local	Total	Percent
IFAD 12	1 014	8 786	9 800	24
Financing Gap	1 007	8 793	9 800	24
GEF/LDCF	892	8 040	8 932	22
AfDB Parallel	230	9 270	9 500	23
Ben. Contribution	158	1 442	1 600	4
GoSS	-	1 167	1 167	3
<b>Total</b>	<b>3 301</b>	<b>37 499</b>	<b>40 800</b>	<b>100</b>

113. **Disbursement** – MAFS will open and maintain separate designated bank accounts (DAs) in the denominated currency (USD) for each financing instrument at a commercial bank acceptable to IFAD. In addition, there will be two operating accounts under the SPCU in South Sudanese Pound (SSP) to receive funds from IFAD and GEF DAs. Funds will flow through DAs maintained by MAFS (SPCU) to IP

114. IPs will open and maintain two operating accounts; one in USD and another one in South Sudanese Pound (SSP) to receive funds from IFAD and GEF IPs will have an adequate chart of accounts to segregate IFAD and GEF sources and uses of funds from other projects and financiers. Service Providers will open and maintain separate accounts to receive funds from the IPs.

115. Report-based disbursement will be the mechanism used by MAFS and the IPs to withdraw funds from IFAD. Disbursements will be based on submission of quarterly Interim Financial Reports within 45 days after the period ends. MAFS will be responsible for the submission of all withdrawal applications, and IFAD will directly transfer funds to the DAs of MAFS.

116. There will be parallel co-financing from AfDB, where the GoSS will enter into a separate financing agreement with the Bank and funds will flow through AfDB to Project accounts opened for AfDB funds by MAFS (SPCU).

117. Both IFAD and GEF funds will not be used for payment of taxes and duties.

## 2.7 Economic and Financial Analysis

118. The analysis for the economic and financial benefits has been based on the development of both on-farm and off-farm models to represent the project interventions and the expected benefits to be perceived by different target groups. The economic analysis has deployed the costs benefits analysis to demonstrate the viability of the proposed interventions for all implicated stakeholders. The anticipated project benefits include:

- Increased production and productivity.
- Improved food nutrition
- Increased household income
- Enhanced capacity of post-harvest handling and management
- Reduction in transport costs
- Improved access to markets/storage/processing centres

119. The results of the financial models are presented in the summary tables below.

**Table 4: SADEP Financial Analysis of Crops**

Financial analysis of crops( 2024 Prices)								
Model	Average Yield WoP, kg/Ha	Average Yield, WP,kg/Ha	Production & investment cost, including labour (year 1) SSP/Ha	Production & investment cost, before labour (average)	Average Production & investment cost, including labour SSP/Ha	Average Revenue per year SSP/Ha	Average Incremental income SSP/Ha	Yield increase %
Sorghum model	900	1,200	70,840	30,537	88,837	198,900	17,483	33%
Sesame model	550	900	81,640	67,758	126,058	275,200	30,802	64%
Groundnut model	700	1,200	74,120	38,606	96,906	292,613	82,567	71%
Groundnut processing model	-	2,040	588,470	643,018	655,018	711,609	44,592	100%
Fishing model	10,000	15,000	497,000	244,930	292,930	985,810	454,880	50%
Fish Value Addition model	4,224	4,950	522,814	610,790	634,946	772,992	82,855	17%
Ice Making Facility	-	490,000	9,166,000	1,906,000	2,326,000	9,380,000	6,874,000	Num
<b>Average increase in yield</b>								<b>56%</b>

120. The key indicators used to measure the profitability of the above models include; Financial Net present value (F-NPV), Financial Internal Rate of Return (F-IRR), Benefits cost ratio (BCR) and return to family labour.

**Table 5: SADEP Profitability indicators**

<b>Financial profitability indicators(2024 prices)</b>				
<b>Model</b>	<b>Net Present Value SSP/Ha</b>	<b>IRR</b>	<b>B/C Ratio</b>	<b>Return to family labour (SSP/day)</b>
Sorghum model	178,560	77%	2.2	1,188
Sesame model	292,489	39%	2.2	1,660
Groundnut model	868,452	229%	3.0	2,162
Groundnut processing	425,366	32%	1.1	2,274
Fishing model	4,635,773	74%	3.2	6,563
Fish Value Addition moc	870,578	79%	1.2	4,102
Ice Making Facility	73,295,959	132%	3.6	-

121. The models show a sustainable increase in production from the baseline estimates which represents the WoP scenario and the end-line targets which represent the WP scenario. Incremental cash-flows have been discounted over a period of 20 years, including 7 years of project implementation using a discount rate of 6%. The detailed financial analysis is presented in the EFA annex, and the excel workings are attached to this report.

122. **Beneficiary outreach, and cost per beneficiary:** The total number of target households (HHs) for SADEP is estimated at 18,700 HHs, equivalent to 112,200 household members (assuming 6 people per HH). This is proportionally divided into both male and female household (50% women, and 50% men). The cost per household has been estimated at US\$1674, and per household member at US\$279. The analysis has considered overall SADEP costs, except the AfDB costs which will not be funded directly through the project, and therefore, has no impact on the target households.

**Table 6: Project Cost and Indicators**

<b>PROGRAMME COSTS AND INDICATORS FOR LOGFRAME</b>		
<b>TOTAL PROGRAMME COSTS (in million USD )</b>		
<b>Number of household members</b>	<b>112,200</b>	<b>People</b>
<b>Cost per individual</b>	<b>279</b>	<b>US\$/Person</b>
<b>Number of household</b>	<b>18,700</b>	<b>HHs</b>
<b>Cost per household</b>	<b>1,674</b>	<b>US\$/HHs</b>
Number of women receiving project support - 50%	<b>9,350</b>	HHs
Number of women receiving project support - 50%	<b>9,350</b>	HHs
<b>Components and Cost (USD million)</b>		
A. Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food.	8.0	US\$ million
B. Enhanced Community Infrastructure and Post-Harvest Management capacity	15.6	US\$ million
C. Institutional and Policy Strengthening, Project Coordination and Management	7.7	US\$ million
<b>Total</b>	<b>31.3</b>	<b>US\$ million</b>

123. *Economic analysis (EC):* The economic analysis has been carried using the above financial results by deploying a cost-benefits analysis to demonstrate the viability of the proposed interventions from an overall economy perspective. This has been done by adjusting all financial results using appropriate input and output coefficients to calculate the economic value.

124. The analysis shows that SADEP is economic viable as it is projected to yield a baseline Economic Internal Rate of Return (E-IRR) of 20%, with a positive Economic Net Present Value (NPV) of US\$12.14 million, equivalent to SSP1.58 billion (1US\$ <> SSP130). The incremental cash-flows have been discounted over a period of 20 years, including the 7 years of project implementation period. The discount rate used for economic analysis is 12% (source: trading economics)<sup>[52]</sup>. The detailed results of the economic analysis are presented in the EFA annex attached to this report.

125. *Sensitivity analysis (SA):* The analysis has been carried out to measure different variations due to foreseen risks and assumptions as anticipated in the Integrated Project Risk Matrix (IPRM). The results of the sensitivity analysis show that the project remains economically viable under all assumptions as it still posts possible returns. The summary is presented in the table below, and detailed workings are provided in the EFA excel file attached to this report.

Sensitivity analysis matrix					
	%	IRR	NPV (US\$'000)	B/C/R	Link between EFA and IPRM
Base Scenario		20%	12,149	1.6	
Decrease of Project benefits	-10%	18%	8,901	1.4	The risk of 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 substantial risk. The country is vulnerable to Desert locust phenomenon which may be devastating food and nutrition security
	-20%	16%	5,654	1.3	
	-30%	14%	2,406	1.1	
Cost Increase	10%	18%	10,116	1.5	The South Sudanese Pound (SSP) is facing high inflation, resulting in volatility of exchange rate and a thriving black market. The discrepancy between official exchange rate and the black market may distort the profitability analysis of the project in the EFA.
	20%	17%	8,083	1.3	
	50%	13%	2,402	1.1	
Delay of benefits	1 Year	17%	7,922	1.6	The possibility of conflict arising between weary parties after myth of election which may result to closure or suspension of the programmes in the Country.
	2 Years	14%	4,148	1.51	
Increase of benefits	10%	22%	15,396	1.8	Higher uptake of the proposed intervention compared to is anticipated in the benefits aggregation
	20%	23%	18,644	1.9	
Financing Gap uncovered	100%	16%	5,451	1.7	If the anticipated financing gap is not covered

## Chapter 3: Organisation and Management

### 3.1 Organisational set-up and Governance

- Institutional Arrangements

126. MAFS will be SADEP's and CRAFT's (providing parallel financing to SADEP) Lead Implementation Agency and will use an implementation structure defined at the national, state and county levels. Given the focus of the Project, the Ministry of Animal Resources and Fisheries' technical experts and resources will be mobilised to support the implementation of SADEP. Also, the Ministry of Environment and Forestry is expected to play a significant role regarding the monitoring and supervision of the GEF investment; details of these arrangements are provided in the PIM.
127. At the national level, MAFS will use the already established Single Project Coordinating Unit (SPCU) to undertake the overall coordination of SADEP's implementation and implement subcomponent 3.1. As is the case with the other IFAD-supported interventions in South Sudan, SSLRP and READ, SADEP's technical implementation will be undertaken by Third-Party Implementing Partners (TPIPs) selected through a competitive recruitment process; it will be recruited and contracted by GoSS with technical assistance and No Objection from IFAD. IFAD will provide No Objection at the following stages in the procurement process of the Implementing Partners: a) Terms of reference (TOR), final Request for Expression of Interest (REOI), Request for Proposal (RfP), including the shortlist of implementing agencies; b) proposal evaluation report; and c) draft contract between GoSS and the Implementing Partners. The process of selecting the Implementing Partners will be initiated in parallel to the approval of the SADEP package to ensure that the process is finalised in time for a smooth start-up of the Project. The contract between GoSS and the Implementing Partners will only be signed after the approval of SADEP by IFAD's Executive Board in September 2024, and signature of the Financing Agreement.
128. To help fast-track the recruitment process, the IFAD PDT will prepare the relevant draft Terms of Reference, REOI and the Request for Proposals (RFP) package for the selection of the Implementing Partners. The selection process of the Implementing Partners is expected to be finalised by GoSS prior to the Project's effectiveness date. Financial management and procurement assessment of selected TPIPs will be undertaken to assess compliance with IFAD Guidelines and an evaluation of the capacity in Financial Management and Procurement as part of the due diligence.
129. The TPIP will be responsible for implementing the Component 1, Component 2 in coordination with county and payam level government structures and the RED Component (if/when triggered) and will be responsible for the following: a) preparing and executing the AWPBs, implementation progress and financial reports for submission to the SPCU (for review, comment and onward forwarding to the oversight body (NTC and NAC); b) have adequate M&E, fiduciary and procurement systems and capacities and undertake all project-related fiduciary functions in compliance with IFAD Guidelines; c) undertake all procurement activities for the relevant components and submit procurement packages to IFAD for No Objection through the OPEN system, d) work closely with the SPCU and the target States and Counties during activity planning and implementation to ensure consistency with existent State and County development agendas. In addition, the Third-party Implementing Partners will use government frontline extension agents, where they exist, with the dual objective of strengthening their capacity and serve as part of the exit strategy at Project completion. SADEP will provide the needed capacity augmentation at the State and County levels to ensure their effective participation in SADEP's activity planning and implementation. The Third-party Implementing Partners will also work with other local partners and service providers in the implementation of the Project. A complete set of the third-party Implementing Partners' responsibilities will be presented in a detailed ToRs that will form part of the agreement that will be signed with GoSS.
130. There will be annual performance evaluation of ALL staff of ALL the institutions to be involved in the process of SADEP implementation. The process will be aligned to SADEP's overarching development goal with direct contributions traced to the Annual Work Plan and Budget. It would consist of annual self-assessment, one-on-one performance review, and performance improvement plans. The aim would be to enhance efficiency and effectiveness of Project operations, ensure Project indicators are achieved within the SADEP planning cycle, identify performance obstacles and critical areas for Project performance improvement and to timely develop and implement performance improvement plans. Details of the process and procedures to be followed for staff performance assessment are presented in the PIM.

131. The Third-party Implementing Partners core staff will include the following indicative composition: a) Project Manager; b) Technical Officers (Sorghum and Fisheries); c) Monitoring, Evaluation and KM Officer; d) Financial Management Officer; and e) Procurement Officer. The third-party Implementing Partners will also ensure that it makes adequate arrangements for the effective implementation of the mainstreaming themes of gender, youth, nutrition and Climate Change and ensure adequate staffing at county level. Considering the parallel financing arrangements with AfDB, the third-party Implementing Partners will be expected to develop an MoU with the Bank to adequately align the SADEP activities to the corresponding ones under CRAFT.
132. As is the case with the ongoing IFAD-supported Projects, MAFS/SPCU will be responsible for implementing Subcomponent 3.1 through service providers that will be recruited in line with IFAD's procurement guidelines. The SPCU will be established as part of capacity development of MAFS and will comprise government seconded staff. The following are the foreseen staff composition of the SPCU: a) Project Coordinator; b) Monitoring, Evaluation and Knowledge Management Officer; c) Financial Management Officer; d) Procurement Officer; e) Project Assistant; and f) Driver. The main role of the SPCU will be to coordinate the engagement of GoSS technical experts in the implementation of the Project and liaise with the third-party Implementing Partners to capture generated knowledge and facilitate dissemination nationally. Furthermore, the SPCU will ensure effective coordination and linkages with other relevant programs funded by the World Bank, as well as the AfDB CRAFT project, which provides parallel co-financing to SADEP and will be implemented by MAFS.
- **Governance**
133. *Oversight Function* – The already existing governance structure will provide the oversight function to SADEP. A National Advisory Committee (NAC) is in place and chaired by the Undersecretary of MAFS and Co-chaired by the Undersecretary Ministry of Finance and Economic Planning. Given SADEP's focus, Undersecretaries from the Ministry of Livestock and Fisheries, and Ministry of Environment and Forestry will be members of the NAC. NAC's core responsibility will be to provide overall policy and strategic guidance and advice to SADEP for effective and accountable implementation. Its composition will be expanded, at the discretion of the co-chairs, to incorporate those ministries that will end up playing a key role in SADEP's implementation. Importantly, the NAC also oversees the CRAFT project, which provides parallel financing to SADEP.
134. The other 'arm' of the oversight function is the National Technical Committee (NTC); it is part of the governance structure and is 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. Likewise, its composition will be expanded to reflect the key ministries involved in the Project's implementation.
135. A State Technical Committee (STC) will be established in each of the Project intervention areas, in line with the country's institutional development policies; it will comprised of Ministry of Agriculture and Food Security, Ministry of Livestock and Fisheries, Ministry of Environment and Forestry, county agriculture and fisheries staff. The STC will ensure coordination, and timely and quality implementation of activities, engage with relevant state-level ministry staff and County Agricultural Departments and other partners for the effective implementation and coordination of activities, build partnerships, and provide comprehensive inputs to the AWPBs.

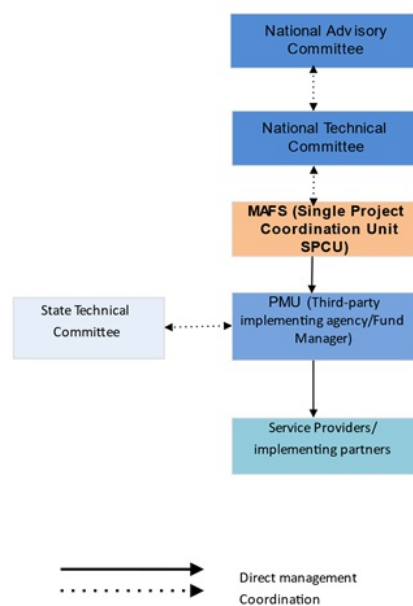


Figure 2: Project Management Structure

## 3.2 IFAD Supervision

136. IFAD's is expected to play a significant role during SADEP implementation to ensure efficiency and effectiveness of the process. In so doing, it will have to liaise with the Government during the different stages of SADEP implementation. From the inaugural workshop, IFAD will seek to ensure that the different implementing stakeholders/partners have a good understanding of their respective responsibilities. The need for financial management and procurement functions to be undertaken in conformity with IFAD's respective guidelines will be emphasised.
137. Regarding AWPBs, IFAD will receive drafts ahead of upcoming year that would have been cleared by the NAC for review and the eventual provision of No Objections. The review will seek to ensure that the sequencing of activities is appropriate and realistic budgets allocated for implementation of the planned activities. It would ascertain whether any comments provided previously and aimed at improving implementation are addressed. The review would also seek to ensure that linkages, with the CRAFT project which is providing parallel financing are duly reflected in the AWPB.
138. IFAD will receive and review the semi-annual and annual implementation progress reports, Annual Outlook Survey (AOS) reports and any thematic studies undertaken, that would have been cleared by the NAC. The review will seek to ensure that the Project is progressively moving towards achieving the Project Development Objective. It will also seek to identify any existent constraints that could derail the achievement of the Project Development Objective.
139. *Supervision* – Given the fragile nature of the country, the supervision arrangements to be put in place will largely depend on the prevailing security situation in the country. IFAD will undertake Missions jointly with the Government to assess achievements and lessons learned and, when required, provide implementation support with the objective of ensuring effective Project implementation and increase the likelihood of achieving the target objective. Missions would be fielded at least once every twelve months, with provisions for periodic and frequent implementation support to address any emergent issues that may have the potential to negatively impact Project implementation. The composition of the supervision/implementation missions will largely depend on the prevailing issues needing redress. As part of the annual missions' objectives, a review of the effectiveness of implementation arrangements will be undertaken to ascertain whether any adjustment/restructuring is needed to ensure optimum performance. SADEP aims to facilitate coordinated missions with the CRAFT project to oversee parallel financing activities in Bor and Terekeka Counties, focusing on investments in fisheries and sorghum-based systems.
140. In the event that the security situation is not deemed conducive for physical IFAD supervision and implementation support missions, IFAD would engage locally based institutions/individuals (*third party monitoring*) to undertake field verification missions to complement IFAD's remote supervision provisions, in line with IFAD's Guidance Note on Remote Supervision. This would be done in collaboration with GoSS.
141. *Mid-Term Review (MTR)* – An MTR will be undertaken halfway through Project implementation; it will evaluate whether the Project is on course to achieve the development objectives. It will identify any prevailing constraints and recommend such re-orientation as may be required to help the Project to get back on course to achieve its objectives. However, the actual timing and nature of the MTR will, similarly, be influenced by the security situation on the ground and dialogue with the Government. The MTR will also be a critical point for assessing sustainability and actualisation of the exit strategy, particularly for investments that have a public good nature and will require continuous involvement of the Government beyond the Project completion date. Prior to fielding of the MTR mission, a midline survey will be undertaken, and findings used to inform the review process.
142. *Project Completion Plans* – The Project Completion Review (PCR) exercise, led by IFAD, will be undertaken at the end of SADEP implementation. GoSS will make key contributions in the process, covering the elements described in the general conditions of the Financing Agreement as described in the 2023 PCR guidelines. The main purposes of the completion review process will be to promote accountability, reflect on performance and elicit lessons learned to inform future programme/project design and to define an appropriate post-project strategy. The learning dimension of the completion process will be used by both IFAD and the Government as the foundation for improvements in future programme/project design and implementation. The completion review process will also be critical for identifying opportunities for scaling-up best practices. The PCR would need to be undertaken after Project completion but before the Project closure period. As part of the completion activities, an end-line survey will be undertaken, and findings used to inform the Project Completion Report.

## 3.3 Planning, Monitoring and Evaluation

143. **Planning** – The planning cycle will follow the GoSS planning and budgeting cycle. The cycle will commence with preparation of the AWPB, as a key instrument for implementation and operational control. The Project will follow a bottom-up participatory planning process for the AWPB. The first stage of planning and preparation of the AWPB will be carried out at *Boma* level, following the federated government administration framework. The *Boma* level plans will comprise of priorities identified by participating communities summarised in the form of CDPs. These will then be consolidated at the Payam level, then at the county level, at the State level and, eventually, at the national level, into the SADEP AWPB. The approved AWPB will be the only mechanism through which Project resources will be spent and the basis for progress monitoring. Preparation of the AWPB will be led by the third-party Implementing Partners in liaison with the SPCU. The AWPB will be subjected to all necessary approval mechanisms before it is operationalised. IFAD will ensure that the prepared AWPBs commensurate with available capacity; the No Objection facility will be used to ensure the AWPBs are within available capacities.
144. **Monitoring and Evaluation** – The SADEP Logical Framework will be the foundation of the Project's M&E system and contains a set of defined Project specific indicators and core indicators selected from the IFAD Core Indicators, to guide continuous performance assessment of the Project. The SADEP goal and Development Objective are in alignment with the COSOP objectives. The Project Logical Framework indicators that contribute to the COSOP results framework include: improving food security, production and adoption of environmentally sustainable practices, access to infrastructure and in the policy issues. Intentional indicator selection has been done to allow for tracking of social and economic performance of target groups, especially women, youth and vulnerable groups. To this end, all person-based indicators will be disaggregated by sex, age, where applicable. The full Project M&E system will be developed in accordance with the requirements of IFAD and GoSS and will be coordinated by the SPCU set up within MAFS as the executing agency and supported by the third-party Implementing Partners. The M&E system will conform to IFAD's Operational Results Management System (ORMS), and Core Outcome Indicator Framework. The system will also conform to existing GoSS M&E arrangements. The Resilience Design and Monitoring Tool (RDMT) will be embedded in the M&E system with RDMT questions included in the system to collect resilience data at the household level.
145. The Project will develop an M&E Plan at the start of implementation to guide M&E processes during implementation, ensure achievement of the set goal and development objective as well as enable accurate and timely reporting of progress and performance to all stakeholders. The M&E system will rely on data from periodic monitoring but, more importantly, on specific outcome/impact measurement surveys which will be commissioned the Project.
146. The M&E strategy will use a combination of paper-based and digital tools to collect and analyze information about Project outreach and impact to be fed into the MIS system. The Project will use data generated from the M&E system to continuously evaluate the Project's theory of change and to inform knowledge generation and dissemination for enhanced impact. Moreover M&E is to be considered as a management tool for each component and by the whole SADEP technical and management team.
147. The Project will undertake a baseline survey at the start of implementation and subsequent rigorous evaluations that seek to establish Project impacts and provide lessons learned for enhanced impacts. SADEP's evaluation strategy will use quantitative and qualitative methods to determine how it contributed to improved livelihoods, nutrition and resilience among beneficiaries, at baseline, mid-term, annual surveys and end-line with a control group as per the IFAD COI guidelines. A final evaluation will consolidate data and provide recommendations for future efforts.

### 3.4 Knowledge Management and Country Level Policy Engagement (CLPE)

148. **Knowledge Management and Learning (KM&L)** – Knowledge Management in the Project will be guided by a Knowledge Management and Communication Strategy (KMCS) to be developed at the beginning of Project implementation. The Project M&E system will form the foundation of KM&L system and will, thus, be a primary instrument of information capture and storage. KM activities will ensure that Project implementation is a continuous learning process during which quantitative and qualitative data will be compiled, analysed, and disseminated as lessons learned, thematic studies and stories from the field. The lessons and experiences will be systematized and utilized as part of the policy engagement activities undertaken by the Project.
149. **Communication** – A KM and Communication Action Plan outlining specific activities on how information is to be obtained, analysed, and disseminated, will be developed in line with the Knowledge Management Strategy. The Plan will translate the strategies into action. Plans to support the implementation of the KM and Communication Action Plan will be integrated in the project's AWPB every year. In this regard, the KM & Communication Action Plan shall include an outline on how knowledge will be disseminated using, but not limited to, the communication channels. Effective communication at all levels will be critical for promotion, sensitisation of the communities and awareness raising, learning and adoption of innovative techniques and practices under the respective value chains (i.e. sorghum-based value chains and fisheries) as well as issues related to mainstreaming of gender and nutrition in the selected value chains and encourage youth participation in the Project activities. The Project will use mostly locally available communication channels such as community radios, public notice boards among others, for dissemination of information to communities and national and international channels for dissemination of learnings and visibility of SADEP. Other knowledge sharing and communication mechanisms relevant to the social set up of the beneficiary communities and the GoSS will be explored and implemented.

### 3.5 Target group engagement

- **Target Group Engagement**

150. The third-party Implementing Partners will implement the engagement/feedback process according to the Project's Stakeholder Engagement Plan. The engagement and feedback process promotes stakeholder involvement and issue awareness to address impacted parties' concerns and complete the Project on time and within budget. Public consultations are crucial for beneficial stakeholder participation and feedback. Public consultations allow stakeholders to communicate their thoughts, concerns, and ambitions that may impact Project choices. The state of implementation of the indicated measures, information, and specific recommendations and proposals should be provided to aid decision-making.
151. To effectively apply the engagement/feedback system, stakeholders are defined as individuals or entities with an interest in Project development and execution. This comprises those likely to be positively and negatively affected by the Project, local residents, special interest groups, vulnerable groups, marginalised and disadvantaged individuals or groups. The Project will identify stakeholders and understand their engagement needs, priorities, and SADEP goals. Directly affected, indirectly affected, interested persons, and implementing agencies are stakeholders. The Project will identify marginalised or vulnerable groups who may find it harder to engage and who may be disproportionately affected by the Project.
152. The collected data will be utilised to customise engagement mechanisms and disclosures for each stakeholder group. International Best Practice principles of dedication, honesty, respect, transparency, inclusion, and trust will guide the engagement process with all stakeholders. The engagement process will be ongoing and utilised as a check on Project implementation. Volume II of the Environment social and climate Framework (ESMF) includes a thorough Stakeholder Engagement Plan.

- **Grievance Redress Mechanism (GRM)**

153. SADEP implementation may result in rights violations, unequal resource distribution, and programme exclusion. To answer such issues and promote continual communication, a Project GRM has been developed. The GRM has four parallel systems: a) community-based; b) formal, gender-based violence; c) sexual harassment; and d) exploitation, and abuse against women and children (GBV-SHEA GRM), and IFAD complaints.
154. The Community-Based GRM would use traditional ways to settle village/boma to Payam disagreements and facilitate agreements. The process will include informal tribunals presided over by local leaders for around 15 days. If the injured party remains dissatisfied, they can go formal.
155. Each Project office shall appoint and train a grievance management committee at the payam and county implementation levels. This committee will handle Project complaints, including labour management procedures, and allows workers to discuss occupational issues. If the complainant is unhappy with the response, they can appeal to the MAFS or courts.
156. GBV-SHEA GRM - The first GRM employee to detect gender-based and child violence, sexual exploitation, and harassment against women and children will immediately report the grievance to the GRM. The grievance reporter will be advised of the administrative action and given contact information. The GBV-SHEA GRM will designate the Gender Officer as soon as possible to initiate incident information collecting with the SPCU, Committee, and implementing partner/contractor (and suppliers as appropriate). Sexual assault requires Post-Exposure Prophylaxis (PEP) within 72 hours and other medical care, thus Project staff will be instructed to be quick.
157. IFAD Complaints can be used by dissatisfied customers. The IFAD Complaints Procedure allows individuals and communities to directly contact IFAD to file a complaint if they believe they have been or will be negatively impacted by an IFAD-funded Project/Programme that violates IFAD's Social and Environmental Policies and mandatory SECAP provisions. This avenue is available only for complaints about environmental, social, and climate issues. IFAD's Office of Audit and Oversight handles fraud and corruption claims.
158. Any sexual exploitation and abuse (SEA) accusations should be directed to the IFAD Ethics Office. IFAD has zero tolerance for sexual exploitation and abuse.
159. Details on all aspects related to target group engagement and GRM processes and procedures are presented in Annex 15.

### **3.6 Strategic partnerships**

160. SADEP will be implemented in coordination with ongoing Projects and Programmes funded by IFAD, the Government of South Sudan, and GoSS' other development partners that support thematic areas related to its development objective. The objective is to take advantage of areas of synergies or complementarities, avoid duplication, and explore the possibility of co- or parallel financing. In that regard, the partners that were identified for potential collaboration with SADEP during implementation are presented in Annex 1.

### **3.7 Financial Management**

161. Financial Management Arrangements are detailed in Annex 7 of this PDR and are summarized hereunder.

1. The overall fiduciary responsibility for the implementation of the Projects will be vested in MAFS. SADEP's lead implementing agency. A legal agreement will be signed between the GoSS and the IPs, which will specify financial management requirements.
2. The AWPB will be prepared in sufficient detail with IFAD templates and submitted to IFAD for review and provision of No Objection sixty days (60) prior to the end of each fiscal year. AWPB preparation for technical components will be led by the third-party IPs in liaison with the SPCU.
3. SADEP will apply adequate internal controls over Project operations to ensure that funds are used for intended purposes. The Project will strictly comply with the PIM that would have received a No Objection from IFAD. The PIM will also be shared with the IPs.
4. The SPCU will use QuickBooks accounting software, which is already being used by ongoing IFAD and the World Bank Projects. The accounting software requirements will be specified in the sub-agreements that will be signed between the GoSS and the Implementing Partners to ensure that IPs have adequate accounting software for project-wise accounting. Unaudited annual financial statements will be submitted to IFAD by 31<sup>st</sup> October of each financial year and the financial statements will be prepared in accordance with IPSAS Cash Basis. Interim financial reports will be submitted to IFAD via IFAD's Client Portal within 45 days of each quarter-end.
5. SADEP's financial statements will be audited annually by an independent private external audit firm accepted by IFAD in accordance with International Standards on Auditing (ISA). The consolidated audit report, together with the Management Letter will be submitted to IFAD within six (6) months after the end of each financial year.
6. If a UN Agency gets selected as an IP and their internal rules and regulations do not allow project level annual audits, alternative assurance mechanism may be adopted, such as certified SOEs/IFRs and management assertion letters, which will be signed by the Director of Finance/Treasurer of the UN Agency.
7. IFAD and GEF financed operations will be governed under the revised IFAD Policy on Preventing Fraud and Corruption.

162.

### 3.8 Procurement



163. **Procurement Framework** – IFAD General Conditions (Section 7.05. Procurement) lay emphasis on use of Borrower/Recipient’s procurement regulations, provided they are found to be consistent with IFAD’s procurement guidelines. In South Sudan, the Public Procurement law, Public Procurement and Assets Disposal Act, was enacted in 2018 and Regulations and Standard procurement documents are in draft form and awaiting legislative ascent. IFAD’s assessment of the framework is that it is not fully functional and thus the IFAD Project Procurement Guidelines and Handbook will apply for the Project. Internal organization and processing approvals for procurement actions by GoSS will be adopted to the local framework.
164. **Procurement Implementation Arrangements** –Third-party Implementing Partners will be selected competitively by an independent recruiting firm and contracted by GoSS/MAFS with technical assistance from IFAD. Assessment of the selected Implementing Partners’ procurement systems will be done to ascertain compliance with IFAD Project Procurement Guidelines, and relevant recommendations made. Procurement risk assessment will identify the procurement risk, mitigation measures and residual risk on which basis will be thresholds for IFAD procurement prior review and procurement methods of the project. Processes for onboarding of grant recipients and other private sector players will be defined in the Project Implementation Manual (PIM) and adhere to IFAD’s Project Procurement principles. There will be need for periodic capacity building activities on IFAD project procurement.
165. **Additional Procurement Arrangements** – SADEP will use a community-driven development (CDD) approach with Community Development Plans (CDPs) implemented as subprojects by project management committees. For this reason, IFAD’s guidelines on Procurement with Community Participation will apply and will be overseen by the third-party Implementing Partners. Also, South Sudan is classified as a conflict affected state and IFAD’s Simplified Project Procurement Procedures for Fragile and Conflict Affected Situations (March 2023) will apply. Procurement under the Response to Emergency and Disaster component will be subject to IFAD guidelines on emergency procurement.
166. **Project Procurement Strategy (PPS) and Procurement Planning** – Procurement performance will be measured through Key Performance Indicators that are defined in the PPS and annexed to the PIM. The PPS contains detailed procurement arrangements for all procurement categories. The Project’s Procurement Plan should reflect the analysis presented in the PPS and should be updated periodically to reflect actual needs and changing circumstances. Any updates to the Procurement Plan should be submitted to IFAD for its review and provision of a No Objection. Any changes to the Procurement Plan will be justified by the Project through a revised PPS.
167. **IFAD OPEN** – IFAD prior review and No Objection shall be routed through IFAD’s Online Procurement End-to-End (OPEN) system which enforces a step-by-step documentation of the workflow for the entire procurement process. The SPCU will be registered in the OPEN system for processing procurement under Component 3.1 while the Third-Party Implementing Partner will be registered in the OPEN system for processing procurement under Components 1, 2 and the RED component.
168. **Key Procurement Risks and Proposed Mitigation Measures** – The key procurement risks and their proposed mitigation measures are presented in the table below.

**Table 7: Key Procurement Risks and Proposed Mitigation Measures**

#	Risk	Mitigation Measures
1	Procurement framework is nascent and not fully functional. The regulatory oversight has yet to be put in place.	<ul style="list-style-type: none"> <li>Use of the IFAD Project Procurement handbook and prior review thresholds that consider the identified risks.</li> </ul>
2	Capacity to implement procurement under IFAD procurement guidelines	<ul style="list-style-type: none"> <li>Leverage on the already established SPCU to coordinate SADEP implementation and procurement management function. Third-party Implementing Partners will be competitively hired for components 1 and 2.</li> <li>Training for all staff involved in procurement.</li> </ul>
3	Protracted hiring of a third-party Implementation Partner	<ul style="list-style-type: none"> <li>Use competitive market approach with assistance from IFAD.</li> </ul>
4	High corruption perception index that ranks South Sudan as second most corrupt country poses high fiduciary risks.	<ul style="list-style-type: none"> <li>Third-party Implementing Partners will be competitively hired for components 1 and 2.</li> </ul>
5	Poor participation of the local market for procurement opportunities exacerbated by high inflation.	<ul style="list-style-type: none"> <li>Option to bid using foreign currencies for bidding and settlement of contract payments.</li> </ul>

### 3.9 Risks and Risk Management

169. The project overall inherent risk is assessed as substantial. Risk categories with the assess as “high” are country context, institutional capacity and financial management, while project scope, sector strategies and procurement are assessed as substantial. While a more detailed account of the risk profile is presented in Annex 11: Integrated Project Risk Matrix (IPRM), the subcategories that are more likely to have an impact on the project implementation are presented below along with the proposed mitigation measures:
170. **Political Commitment (substantial):** As per the provision on the Revitalized Peace Agreement, South Sudan is expected to conduct democratic presidential elections in December 2024 and thus the country could slide back to conflict. Political unrest can disrupt project implementation leading to delays, changes in priorities, or even project abandonment. To mitigate this, SADEP plans to collaborate closely with humanitarian and UN agencies, leveraging their early warning systems for conflict prediction. Moreover, the modular approach to implementation ensures flexibility and adaptability to local contexts, regardless of developments in other areas. Tailored implementation arrangements with the government will be developed to suit the evolving situation.
171. **Governance (high).** South Sudan struggles with high corruption level, ranking among the world's most corrupt nations according to Transparency International's Corruption Perceptions Index. Despite efforts to improve transparency and accountability since gaining independence in 2011, the country's anti-corruption framework remains weak. Capacity and system deficits in public sector institutions hinder the effective implementation of projects like SADEP, compounded by a lack of established standards for financial reporting. Additionally, the incomplete decentralization policy adds complexity, potentially affecting coordination between central and local governments. These challenges highlight the hurdles facing initiatives in navigating South Sudan's governance landscape.
172. **Fragility and Security (high):** The Fragility assessment note provides a detailed analysis of the fragility context. 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. Ukraine war will also continue to have impact on global situation linked to food security. Sudan war has also affected the country's economy with huge influx of refugees and could also affect food and oil trade. The country is vulnerable to natural disaster (drought, floods) and Desert locust phenomenon which may be devastating food security across East Africa. The country is expected to hold elections in 2024, which may potentially impact the security situation. Given the country's fragility and security concerns, SADEP is applying a fragility lens and opts for a CDD approach to foster community governance and cohesion. Adaptive programming with scenario-based planning allows for responsiveness to security risks in different locations. Additionally, the project aims to create employment opportunities for youth, potentially reducing their involvement in conflict. Compliance with security standards and engagement of third-party supervision modalities during volatile periods are key mitigation measures.
173. **Technical Soundness (substantial):**The delivery of extension services could be compromised due to the government's constrained capacity and a scarcity of extension workers in the project's operational areas. Additionally, the emphasis on promoting sorghum cultivation may inadvertently encourage monocropping practices. Furthermore, smallholder farmers' preference for local varieties over new improved ones could hinder the adoption of SADEP technologies. To address these risks, SADEP mobilizes national experts and engages third-party implementing partners. Capacity building initiatives for extension staff enhance community engagement, while promoting crop diversification and nutrition improvement through participatory approaches ensures project effectiveness. Therefore, SADEP will be implemented through a Third-Party Implementing Partners. Highly competent IPs with strong track record, systems, and capacities in implementing CDD approach and agriculture will be proposed. IPs will work with SPCU at the national level and decentralised Government systems and strengthen the capacities of staff at all levels such that they will play a critical role in the implementation and sustainability of SADEP.
174. **Implementation arrangements (high).** The MAFS lacks the necessary capacity and systems to effectively manage the project in line with the Financing Agreement and relevant IFAD documents. The government has requested capacity development activities for Subcomponent 3.1, but there is a shortage of national professional capacity due to limited manpower. This poses a risk of increased costs and inefficiency in achieving project objectives aligned with national development goals. Additionally, there is a risk that parallel co-financing with the AfDB may not materialize or may be delayed. To address capacity challenges in subcomponent 3.1, the SPCU will collaborate with local service providers under specific financial and procurement arrangements. The SPCU, operating at various administrative levels, will ensure technical alignment with government policies, achievement of targets, and sustainability of strategic investments. Most SADEP activities will involve third-party implementation partners to mitigate capacity risks. The CDD approach will empower communities to plan and execute investments, with operational and management capacities developed at local levels. Additionally, specialized technical assistance will be provided, and institutional capacity will be enhanced across all levels, including training for young staff. While activities financed by AfDB parallel co-financing are complementary, SADEP's recurrent costs are independent of AfDB funds, ensuring project continuity even if AfDB financing is delayed or does not materialize.
175. **Funds Flow and Disbursement (substantial):** There's substantial risk of delayed fund disbursement due to Implementing partners' unfamiliarity with procedures or limited capacity. Slow project start-up may stem from delays in meeting disbursement conditions and finalizing agreements with the Government of South Sudan. Co-financing delays could cause cross-financing between sources, leading to cost frontloading and overruns. Delays in tax exemption receipt may result from a lack of understanding of MAFS's procedures. With substantial inherent risks in funds flow and disbursement, SADEP ensures close monitoring of disbursement conditions and co-financing effectiveness to prevent fund shortages. Collaboration with the Ministry of Finance and Planning (MoFP) facilitates tax exemptions for project activities, minimizing financial burdens. Training for project financial management staff on IFAD's procedures ensures smooth disbursements, while start-up advances expedite the project

commencement.

176. **External Audit (substantial):** The National Audit Chamber is empowered by the laws of the GoSS to audit all Government Funds. However, the first global synthesis report on Supreme Audit Institutions Independence, which was carried out by the World Bank in 2021, indicated that the Supreme Audit Institution in South Sudan has low independence and human resources capacity to perform external audits, which may lead to late submission of the audit reports. These risks are addressed by engaging independent audit firms for annual financial statement audits until the national capacity improves. Clear timelines and procedures are established to ensure timely audit report submission, covering all implementing partners for comprehensive assessment.
177. **Project Procurement (substantial):** The project mitigates substantial risks in procurement by adhering to IFAD's guidelines and documents for all government-led procurements. Technical assistance is provided to ensure compliance, maintaining the integrity of the procurement process.
178. **Vulnerability to Climate Change(substantial).** The rural populations face significant vulnerability to climatic hazards, particularly erratic rainfall patterns and droughts, which can result in disasters. This poses a risk to the project as beneficiaries may be unable to fully engage in long-term productive investments, potentially impacting project outcomes.
179. The project will engage communities through the CDD approach to identify climate-resilient livelihood options, enhancing their ability to withstand extreme weather events. Sustainable water management practices like rainwater harvesting and efficient irrigation will ensure water availability during dry periods. Diversification in agriculture and alternative income-generating activities will reduce reliance on single livelihood sources. Reforestation, watershed protection, and biodiversity conservation initiatives will maintain ecosystem services and enhance resilience. Early warning systems for extreme weather events and climate risk insurance will mitigate climate impacts. Additionally, the RED component is included to provide immediate, gender-sensitive, and sustainable assistance to enhance the resilience of smallholder farmers and fisherfolks against climate change, extreme weather, and pest outbreaks, with a dedicated budget for emergency response and recovery activities.

### 3.10 Implementation Readiness

180. Several steps have been undertaken to prepare the ground for a fast implementation start for SADEP. The following have been done to address potential start-up delays: a) a draft AWPB, the associated Procurement Plan and draft PIM have been prepared as part of the design; b) the relevant Terms of Reference and the Request for Proposals (RFP) for the selection of the third-party Implementing Partners have been prepared and are included in the PIM. The selection process of the third-party Implementing Partners is expected to be finalised by the Government prior to the Project's effectiveness date. IFAD is committed to provide the needed support during the third-party Implementing Partners selection process; c) Terms of Reference for a number of Technical Assistance (TA)/ consultancies were drafted during design and this would give the third-party Implementing Partners a head-start when recruiting the TA/consultants, especially during the first few months of implementation. To address potential delays in start-up that may arise due to the upcoming elections, SADEP will engage closely with relevant government authorities and the UNCT to assess and manage potential impacts on Project implementation. The Project will be facilitated to develop specific risk mitigation strategies that include contingency planning, flexible scheduling of activities, and proactive communication with stakeholders. Furthermore, SADEP will establish robust monitoring mechanisms to continuously evaluate the impact of electoral developments on Project timelines.
181. The following actions and the associated timeframes were agreed by IFAD and GoSS to finalise the third-party Implementing Partners selection process:

Action	Timeline	Responsibility
<input type="checkbox"/> Transmittal of ToRs for the selection of Third-party Implementing Partners to GoSS	1 <sup>st</sup> June 2024	IFAD
<input type="checkbox"/> Provision of TA to assist GoSS manage the procurement of the Third-party Implementing Partners	15 <sup>th</sup> June 2024	IFAD
<input type="checkbox"/> Selection of the Third-party Implementing Partners and formal communication to IFAD	15 <sup>th</sup> August 2024	GoSS

182. The SADEP PDR will be subjected to a review and approval process by both GoSS and IFAD. Following hereunder is an indication of the different review and approval stages for the PDR. At every stage, the Country Director (CD), in liaison with the Project Technical Lead (PTL), will coordinate the submission of the design package for the next review step after addressing comments emanating from the previous review.

**Table 8: Design Timeline**

<b>Milestone</b>	<b>Date</b>
PDR & EFA submission to ESA RD & RT	29 April 2024
Technical meeting 2: RD, afTD, CD,PTL	15 May 2024
Submission of PDR package for RD clearance	20 May 2024
Off-line clearance by ESA RD 2	22 May 2024
Submission to QAG (for DRM)	23 May 2024
DRM meeting	20 June 2024
DRM approval (DR cleared) GRIPS	27 June 2024
QA package submission to ESA RT	4 July 2024
Submission to QAG (for final desk review	11 July 2024
QA approval date (QAG desk review, end date) GRIPS	18 July 2024
PDR endorsed in ORMS (DR endorsed)	26 July 2024
Submission for AVP endorsement (in Scriptoria)	29 July 2024
SEC due date (Scriptoria)	01 Aug 2024
Negotiations completed GRIPS	14 Aug 2024
EB date GRIPS	17 Sept 2024

183. The CD will ensure continuous liaison with GoSS during the review process, especially on those dates that require their direct participation. Once the Financing Agreement is signed between IFAD and GoSS, MAFS will develop a workplan and the associated budget for preparatory activities and liaise with IFAD to organize a start-up workshop. Such preparatory activities could include: a) establishment of the SPCU; b) open Designated Accounts and identify signatories (ID and signature specimen); c) sign MoUs with other line Ministries, and sign Performance Contract with third-party implementing partners; d) introduce Project to the NAC/NTC and agree on how to proceed with the provision of the oversight function (frequency of meetings); and e) establish project field teams in the target States and Counties.

## Footnotes

[1] UNDP/UN South Sudan: Unpacking the ongoing Economic Crisis in South Sudan, March 2024.

[2] Kouassi Yeboua (2024) South Sudan. Published online at [futures.issafrica.org](https://futures.issafrica.org). Retrieved from <https://futures.issafrica.org/geographic/countries/south-sudan/> [Online Resource] Updated 13 December 2023

[3] UN Development Programme, Global Multidimensional Poverty Index 2020 Report

[4] World Bank Report: [With Peace and Accountability, Oil and Agriculture Can Support Early Recovery in South Sudan](#), June 2022.

- [5] Ibid.
- [6] <https://www.fao.org/fishery/en/facp/ssd>.
- [7] <https://fragilestatesindex.org/country-data>
- [8] Notre Dame Global Adaptation (ND-Gain) Index: South Sudan
- [9] Food Security and Nutrition Monitoring System – Plus (FSNMS+) Round 27, June 2022
- [10] IPC Acute Food Insecurity and Malnutrition Analysis, September 2023 – July 2024
- [11] Global Nutrition Report, 2023. <https://globalnutritionreport.org/resources/nutrition-profiles/africa/eastern-africa/south-sudan/>
- [12] United Nations Population Fund, South Sudan Population Dashboard
- [13] Worldbank <http://www.worldbank.org/humancapitalproject>
- [14] Human Development Index 2020. Available from <http://hdr.undp.org/en/countries/profiles/ZAF>.
- [15] <https://ioe.ifad.org/documents/38714182/41898849/ESR+CDD+-+final+with+cover.pdf/d2e08746-c023-da36-3c3d-2b50ab0ab90e>
- [16] <https://www.afdb.org/en/documents/south-sudan-country-food-and-agriculture-delivery-compact>
- [17] World Bank Group 2019.
- [18] <https://www.fao.org/fishery/en/facp/ssd>.
- [19] Refer to detailed indicator analysis in the Nutrition Annex.
- [20] [FSI-2023-Report\\_final.pdf \(fragilestatesindex.org\)](#)
- [21] Ibid.
- [22] UNDP/UN South Sudan: Unpacking the ongoing Economic Crisis in South Sudan, March 2024.
- [23] Ibid.
- [24] Ibid
- [25] <https://www.populationpyramid.net/south-sudan/>.
- [26] South Sudan Bureau of statistics 2023.
- [27] UNDP/UN South Sudan: Unpacking the ongoing Economic Crisis in South Sudan, March 2024.
- [28] FAO – Global and Early Warning System Country Brief, 30 April 2024
- [29] <https://faolex.fao.org/docs/pdf/ssd146714.pdf>
- [30] <https://ioe.ifad.org/documents/38714182/41898849/ESR+CDD+-+final+with+cover.pdf/d2e08746-c023-da36-3c3d-2b50ab0ab90e>
- [31] [cont-analysis-ssudan-seeds.pdf \(crs.org\)](#)
- [32] <https://www.ifad.org/documents/38714170/39144386/sai-practices-esa.pdf/4b026a0d-9cfd-d6e4-a708-1795420a8a53?t=1684828228114>
- [33] World Bank, 2020
- [34] South Sudan: Acute Food Insecurity Situation 2023-2024: <https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1156667/?iso3=SSD>.
- [35] World Bank Group 2019.
- [36] <https://www.fao.org/fishery/en/facp/ssd>.
- [37] Refer to detailed indicator analysis in the Nutrition Annex.
- [38] UN Development Programme, Global Multidimensional Poverty Index 2020 Report
- [39] Food Security and Nutrition Monitoring System – Plus (FSNMS+) Round 27, June 2022
- [40] IPC Acute Food Insecurity and Malnutrition Analysis, September 2023 – July 2024
- [41] Includes climate resilience

[42] Appropriate standards will be used to enable flood proof infrastructure development

[43] One will be established in Terekeka (IFAD financing), while the second one will be established in Bor (AfDB financing).

[44] Two each for Terekeka and Bor. PIM Page 53-54.

[45] Ten each for Terekeka and Bor.

[46] Climate resilient feeder roads are designed with effective drainage systems, and elevated sections to withstand the impacts of climate change such as flooding, erosion, and temperature fluctuations. PIM Page 49.

[47] The technology choices to promote will be based on the demand expressed by the fishing communities during the CDD planning stages.

[48] These have proven in other countries to increase the drying rates, good nutrient retention and improved quality of dried fish products.

[49] Such facilities/tools could include insulated ice boxes and containers for ice and fresh fish distribution and storage.

[50] These would be for selected State/County Fisheries staff to increase their knowledge and awareness of good fish handling practices.

[51] This will be tied to the CBOs/POs targeted to the sorghum and fisheries value chains. Specifically, the target of 200 VSLAs will be a proportion of the identified 526 POs in the sorghum value chain and others from the fisheries value chain. It should be noted that as these VSLAs will be organically developed self-selecting groups, there is a limitation as to how many of them can be promoted and remain viable to survive the maturity process.

[52] [South Sudan Central Bank Rate \(tradingeconomics.com\)](http://tradingeconomics.com)

## South Sudan

---

### **Sustainable Agricultural Development Project Project Design Report**

#### **Annex 1: Key Files**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department





## Annex 1: Key Files

**Table 1: Rural Poverty and Agricultural Sector Issues**

Priority Areas	Affected Group	Major Issues	Actions Needed
Food security for 7.74 million food insecure rural people	Pastoral, agro-pastoral, smallholder farmers and fisher folks' households	<ul style="list-style-type: none"> <li>• Production system remains vulnerable to shocks (climate and price).</li> <li>• Small scale production with limited access to improved inputs, technology and supporting services.</li> <li>• Conflict induced market failures for households.</li> <li>• Increasing cattle diseases and cattle raids</li> <li>• High number of households with inadequate dietary intake</li> <li>• Limited access to agricultural technologies and services</li> <li>• Scarcity and volatility of water supply.</li> <li>• Insecurity affect access to far farmlands.</li> <li>• High costs of agricultural inputs</li> <li>• Pests and diseases</li> <li>• Limited access to extension services</li> </ul>	<ul style="list-style-type: none"> <li>• Foster production systems, through improved technology, increase land utilisation and organization.</li> <li>• Support rain-fed production under good agricultural practices, with small scale irrigation.</li> <li>• Support agro-pastoral and pastoral production under good practices, with household food diversification through farming.</li> <li>• Increase access to gender responsive supporting services.</li> <li>• Improve macro-economic management.</li> <li>• Promote peace and local participation.</li> <li>• Enabling coordinated country-led processes</li> <li>• The COSOP will explore opportunities for better harmonization between customary and statutory land systems through the application of key pieces of legislation related to land (the Land Act, the Local Government Act, and the Investment Promotion Act). The CDD approach and the FPIC will facilitate information gathering and harmonization.</li> </ul>
Rural production and productivity constraints	Rural population [agro-pastoral, pastoral and smallholder households]	<ul style="list-style-type: none"> <li>• Limited access to quality inputs at affordable rate.</li> <li>• Elusive peace at local levels.</li> <li>• Shortage of secure access to crop land for agro- pastoralists</li> <li>• Low yield/acre or feddan by farming HHs</li> <li>• Poor market infrastructure</li> <li>• Lack of access to financial services</li> <li>• Destruction of Crop by Pests and diseases</li> <li>• Climate change (drought, flooding)</li> <li>• Lack of access to value addition technologies</li> <li>• Weak farmer institutional capacity</li> <li>• Destruction of crops by pastoralist</li> </ul>	<ul style="list-style-type: none"> <li>• Improve extension services, advising on type and source of inputs.</li> <li>• Work with agro dealers to tailor products and payments to meet target group's needs.</li> <li>• Support appropriate sector regulations.</li> <li>• Improve gender disaggregated farm data on production and productivity.</li> <li>• Co-finance with partners to strengthen safety nets approach</li> </ul>

Republic of South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Project Design Report

Priority Areas	Affected Group	Major Issues	Actions Needed
		<ul style="list-style-type: none"> <li>● Conflicts between pastoralist and farming communities</li> <li>● Small areas harvested / capita.</li> <li>● High (up to 40%) post-harvest losses</li> <li>● Limited access to extension services</li> </ul>	
Persistent market failures for rural folks	Small producer	<ul style="list-style-type: none"> <li>● Lack of access to markets under remunerative conditions (e.g., clear pricing, quality requirements).</li> <li>● Coordination along the commodity value chains weak.</li> <li>● Absence of pro-active private sector (besides for Tobacco).</li> <li>● Relatively weak degree of organization of farmers.</li> <li>● Lack of storage facilities (quality and preservation)'</li> <li>● Conflict between livestock keepers and crop producers</li> <li>● Weak and underdeveloped value chains</li> <li>● Multiple taxation</li> <li>● Poor market linkages (MIS, access roads)</li> </ul>	<ul style="list-style-type: none"> <li>● Increase coordination along value chains.</li> <li>● Strengthen producers' organizations.</li> <li>● Partner with private sector on in- and output side and oversee that partnership agreements are beneficial for small producers (sustainable).</li> <li>● Support appropriate sector regulations.</li> <li>● Promote local peace.</li> <li>● Improve macro-economic management.</li> <li>● Support investments in strategic rural infrastructures to promote local and regional trade</li> </ul>
	Agro-pastoral and pastoral households	<ul style="list-style-type: none"> <li>● Conflict-induced trade disruptions and food supplies</li> <li>● High taxation levied on livestock trade by authorities.</li> <li>● Insecurity induced livestock market supplies and trade.</li> <li>● Livestock kept for prestige and not for business.</li> <li>● Poor access to value addition technologies.</li> </ul>	<ul style="list-style-type: none"> <li>● Address peace and the profiling of traders</li> <li>● Better understanding of the changing nature in livestock ownerships and trade to improve programming.</li> <li>● Develop livestock value chain.</li> <li>● Strengthen pastoral and agro-pastoral organizations, to lobby for desired change in their system</li> </ul>
Environment (Natural Resource Management)	Pastoral and agro-pastoral communities, smallholder farmers, vulnerable people	<ul style="list-style-type: none"> <li>● High rate of deforestation</li> <li>● Land degradation leading to soil erosion.</li> </ul>	<ul style="list-style-type: none"> <li>● Programmatic afforestation and forest conservation and management</li> <li>● Awareness creation and capacity development</li> </ul>

Republic of South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Project Design Report

Priority Areas	Affected Group	Major Issues	Actions Needed
		<ul style="list-style-type: none"> <li>● Cutting of trees for charcoal production</li> </ul>	<ul style="list-style-type: none"> <li>● Provision of alternative energy sources such as improved stoves, solar</li> <li>● Landscape planning and management</li> <li>● Engage private sectors in Environmental Management businesses such as Nursery development, seedling selling, agro-forestry, watershed management.</li> <li>● Capacitate financial institutions to provide green loans.</li> <li>● Leverage climate finance</li> </ul>
Climate Change	Pastoral and agro-pastoral communities, smallholder farmers, vulnerable people	<ul style="list-style-type: none"> <li>● Flooding,</li> <li>● Drought and dry spell</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthening of advisory services, including the collection and interpretation of weather data, timely dissemination to farmers</li> <li>● Integration of budgeted climate adaptation and mitigation interventions into project planning, design, and implementation (Example use of water intensive crop and irrigation developments in high flood areas, drought resistant crops in drought prone areas)</li> <li>● Capacity development</li> <li>● Strengthening the Disaster Risk Mechanism</li> <li>● Partnership with development partners, government, private sector etc</li> <li>● Leverage climate finance</li> <li>● Flood proof infrastructure</li> </ul>
Climate resilient rural infrastructure	Rural population	<ul style="list-style-type: none"> <li>● Underdeveloped and poor conditions of rural roads, rural infrastructures for post-harvest handling, agro-processing, transport, and storage.</li> <li>● Roads and bridges damaged by severe weather events, rendering access to/from rural areas more difficult.</li> <li>● Road repairs and maintenance operation absent.</li> <li>● Inadequate <i>affairs</i> or valley dams for livestock</li> <li>● Underdeveloped and poor conditions of rural water for both households' consumption and for livestock</li> </ul>	<ul style="list-style-type: none"> <li>● Investments in and appropriate, cost-efficient maintenance of rural roads/bridge.</li> <li>● Investment in small/medium scale irrigation schemes.</li> <li>● User-based management and maintenance of irrigation schemes.</li> <li>● Provision of rural water for multi-purposes</li> <li>● Leverage climate finance under partnerships</li> <li>● Strengthen partnership and potential support of effects of floods.</li> </ul>

Republic of South Sudan  
 Sustainable Agricultural Development Project (SADEP)  
 Project Design Report

<b>Priority Areas</b>	<b>Affected Group</b>	<b>Major Issues</b>	<b>Actions Needed</b>
Livestock, fisheries, and crop value chains	Rural population and SMEs	<ul style="list-style-type: none"> <li>● Absence of rural financial services to support.</li> <li>● Lack of rural electrification</li> <li>● Limited skills and capacity</li> <li>● Lack of appropriate service provision for small producers/SMEs, smallholders, and other VC actors</li> </ul>	<ul style="list-style-type: none"> <li>● Support formulation of regulatory framework for MFIs.</li> <li>● Support establishment of sustainable model of private sector service provision to address issue.</li> <li>● Promote value chain for staples – selected based on a combination of local production capacity, food security potential, household consumption, livelihood sustainability (employment), export potential, local market demand, feasibility of production, and availability of base inputs</li> </ul>

**Table 2: Organisational Capabilities Matrix**

Organization	Strengths	Weaknesses	Opportunities/Threats	Remarks
<b>Enablers</b>				
Ministry of Finance, Planning and Economic Planning (MoFEP)	<ul style="list-style-type: none"> <li>• Conversant and experience with IFAD procedures</li> <li>• Available leadership</li> <li>• Mechanism for budget implementation and monitoring in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited knowledge of decentralised flow of funds</li> <li>• Inadequate financial management capacity at local levels</li> <li>• Centralized systems and procedures</li> <li>• Weak financial base</li> <li>• Mostly dependent on external aid/ limited non-oil revenue generation.</li> <li>• Insufficient budget allocation for service provision</li> <li>• Lack of effective and efficient coordination with other ministries</li> <li>• Inconsistence fiscal policies and regulations implementation</li> <li>• Vulnerability to external shocks</li> </ul>	<ul style="list-style-type: none"> <li>• Decentralization will require equal access to financial resources, human resource development, staff training and improvement of the MIS.</li> <li>• Policy changes and instability</li> </ul>	The World Bank and UNDP engaged in developing capacities of the Ministry of Finance on fiducial and procurement aspects.
Ministry of Agriculture and Food Security	<ul style="list-style-type: none"> <li>• Support provided to the SPCU by IFAD and World Bank</li> <li>• Existence of functional Governing structures – Steering and Technical Committees</li> <li>• Capable bureaucrats at the helm</li> </ul>	<ul style="list-style-type: none"> <li>• Limited outreach to LGs and communities.</li> <li>• Inadequate technical staffing at local levels.</li> <li>• Lack of coordination between the national and state Ministries of agriculture.</li> <li>• Inadequate and poor motivation of staff throughout the levels.</li> <li>• Some critical policies and regulations to be formulated and implemented.</li> <li>• Limited funding/resources to support agricultural initiatives.</li> <li>• Limited access to technological advancement</li> </ul>	<ul style="list-style-type: none"> <li>• SPCU coordinate all donor-funded programmes at national level.</li> <li>• Investment opportunities identified in CAMP until 2040.</li> <li>• Government considered agricultural sector as vehicle for economic transformation.</li> <li>• Various actors working in the sector.</li> <li>• slow delivery due to staff capacity and dispersed targets</li> <li>• The country is prone to climatic shocks</li> </ul>	<ul style="list-style-type: none"> <li>• Instability which hinders flow of timely supply of inputs and products to market</li> <li>• ASWAP recently reviewed.</li> <li>• Start-up of SAPP under MoAIWD was delayed by almost 3 years.</li> </ul>

Republic of South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Project Design Report

<b>Organization</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities/Threats</b>	<b>Remarks</b>
Ministry of Environment and Forestry (South Sudan)	<ul style="list-style-type: none"> <li>Strong working relationship with IFAD and has provided endorsement to IFAD to mobilize resources for Adaptation Fund, GEF and GCF.</li> <li>Signed a commitment to UNFCCC</li> </ul>	<ul style="list-style-type: none"> <li>Embedded within the Ministry of agriculture.</li> <li>Inadequate technical staff at lower levels</li> <li>No or limited government funding to support climate and environment related activities.</li> </ul>	<ul style="list-style-type: none"> <li>Hosts all climate finance and could work with development partners to mobilize these resources.</li> <li>synergies with other ministries to ensure that climate finances are used to invest on the country's priority agendas of food security, climate resilience, addressing drivers of conflict among others.</li> </ul>	<ul style="list-style-type: none"> <li>Adaptation Fund and GCF project development ongoing by IFAD</li> </ul>
Ministry of Livestock and Animal Resources	<ul style="list-style-type: none"> <li>Strong support from IGAD to develop National blue economy strategy and policy.</li> <li>Draft extension services in existence</li> </ul>	<ul style="list-style-type: none"> <li>The National blue economy lacks implementation plan, log frame and resource mobilization plan.</li> <li>Aquaculture strategy delapidated</li> <li>Lack of fishery and livestock data</li> <li>Nonexistence of bill that streamlines tax collection.</li> </ul>	<ul style="list-style-type: none"> <li>Positive impact of climate change to fishery sector</li> <li>System to facilitate fish exports to regional markets.</li> <li>Development partners including World Bank and African Development Bank ready to support the fishery sector transformation.</li> </ul>	<ul style="list-style-type: none"> <li>Member of Natural Resource Development Working Group</li> <li>Local level regulation on fishery intervention</li> </ul>
Ministry of Local Government and Rural Development	<ul style="list-style-type: none"> <li>Focuses on rural development beyond agriculture production.</li> <li>Presence at lower levels including Boma.</li> </ul>	<ul style="list-style-type: none"> <li>Limited resources to support operations at gross root level.</li> </ul>	<ul style="list-style-type: none"> <li>Work toward rural-transformation promotion of off-farm opportunities</li> <li>limited capacity at the lower affecting implementation</li> </ul>	<ul style="list-style-type: none"> <li>Leading on RLEEP</li> </ul>
<i>Service Providers</i>				
Agricultural Research	<ul style="list-style-type: none"> <li>Adequate linkages with regional agricultural research networks</li> <li>Revival of existing depilated seed research centres.</li> </ul>	<ul style="list-style-type: none"> <li>Not yet self-sustainable but requires donor support.</li> <li>Focus on cereals and legumes (commodities)</li> <li>Lack of equipment, regencies and facility for testing and verification</li> </ul>	<ul style="list-style-type: none"> <li>MIS could generate good ME data.</li> <li>Forward contracts and reverse auctions could link with contract farming.</li> </ul>	<ul style="list-style-type: none"> <li>CEO is open to innovative ideas on promoting price stability.</li> <li>A2F could be improved through ATMs at Warehouses</li> </ul>

Republic of South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Project Design Report

Organization	Strengths	Weaknesses	Opportunities/Threats	Remarks
			<ul style="list-style-type: none"> <li>Active with several donor projects, potentially lack of focus on IFAD.</li> <li>Business-oriented player</li> </ul>	
Agriculture extension services	<ul style="list-style-type: none"> <li>Knowledge on national context</li> <li>Support from national authorities</li> <li>Link to national priorities and policies</li> <li>Draft extension service policy</li> </ul>	<ul style="list-style-type: none"> <li>Lack of adequate logistics for intervention</li> <li>Weak commitment compared to development partners and private sector.</li> <li>Limited capacity at the lower levels</li> <li>Fragmented extension delivery among actors.</li> <li>Limited human resources at the lower levels.</li> </ul>	<ul style="list-style-type: none"> <li>Institutional development</li> <li>Finance availability for interventions</li> <li>Development partners invest in the development of extension service.</li> </ul>	<ul style="list-style-type: none"> <li>Extension service delivery could be improved through the implementation of extension policy.</li> <li>There is need for better coordination between actors supporting extension service delivery</li> </ul>
<b>Client Organizations</b>				
MUSCO	<ul style="list-style-type: none"> <li>Formation of community member based financial institutions.</li> <li>Aggregation of village saving and loan associations to SACCOS</li> <li>Member-based institution with wide outreach to MFIs.</li> <li>Existence of cooperative development act.</li> </ul>	<ul style="list-style-type: none"> <li>Limited or no financial products to support farmer organizations have access to financial services.</li> <li>Lack of enabling environment to support the development of rural financial institutions.</li> <li>Poor infrastructures that could supports digitized financial services.</li> <li>Sustainability of group/SACCOS is a major challenge. Farmer groups are formed mainly to get humanitarian support but not common development interest.</li> <li>Lack of financial institutions in the rural areas to support farmers have access to business skills and finance.</li> <li>High illiteracy contributes to poor management and leadership among farmers.</li> </ul>	<ul style="list-style-type: none"> <li>As apex body, could have multiplier effect.</li> <li>Despite tasked to supervise SACCOS, moral hazard problem since SACCOS are members.</li> </ul>	<ul style="list-style-type: none"> <li>The paradigm shifts from supporting humanitarian to development with change the relief mentality among farmers to development.</li> <li>Development of rural inclusive finance and cooperative development policies</li> <li>Capacity development on VSLA, group dynamics and Cooperative development with enhance relationships among members</li> </ul>

Republic of South Sudan  
 Sustainable Agricultural Development Project (SADEP)  
 Project Design Report

<b>Organization</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities/Threats</b>	<b>Remarks</b>
Crop producer and fisher folks' organizations	<ul style="list-style-type: none"> <li>● Existing farmer producer and fisher folks' groups</li> <li>● Draft cooperative act to support transformation of the crop producer and fisher folks' institutions.</li> </ul>	<ul style="list-style-type: none"> <li>● High illiteracy level among members</li> <li>● Loosely organised farmer groups formed mainly to get humanitarian support.</li> <li>● Poor leadership and management skills</li> <li>● Lack of technical skills on production and postharvest handling.</li> <li>● Lack of business skills, farming is limited to subsistence.</li> </ul>	<ul style="list-style-type: none"> <li>● Existence of SSAPU an apex farmer producer organization</li> <li>● South Sudan prone to climatic shocks</li> <li>● Bimodal rainfall in some areas of South Sudan</li> <li>● Availability of suitable land for crop production and presence of the sudd region with different and vamp fish species.</li> <li>● Existence of development and humanitarian partners to develop the farmer and fisher producer groups.</li> <li>● Weak extension service delivery mechanism at lower levels.</li> <li>● Technical support provided by development partners.</li> </ul>	<ul style="list-style-type: none"> <li>● The paradigm shifts from supporting humanitarian to development with change the relief mentality among farmers to development.</li> <li>● Development of rural inclusive finance and cooperative development policies</li> <li>● Capacity development on VSLA, group dynamics and Cooperative development with enhance relationships among members</li> </ul>



**Table 3: Complementary Donor Initiatives/Partnership Potential**

Partnership Objective	Partner	Nature of Project or Justification for Partnering	Project / Programme Coverage	Status	Expected results from the partnership
Co-financing	GAFSP 6	Rural Enterprises for Agricultural Development	USD 20 million to support development of Agriculture through youth entrepreneurship	7 years project from 2023 to 2029	<ul style="list-style-type: none"> <li>- Effective funding of the project to reach set development objective.</li> <li>- Partnership for implementation of the project</li> </ul>
	UNDP		USD 1.5 million		
Co-financing	GAFSP 7	Additional finance to ongoing project – SSLRP	USD 14.5 million additional financing	2023 – 2028	<ul style="list-style-type: none"> <li>- Increase SSLRP impact for results.</li> <li>- Increase outreach by two additional counties and 27, 450 additional counties</li> </ul>
Co-financing	GEF 8 / LDCF	South Sudan Livelihood Resilience Programme	USD 8.9 million to support Climate adaptation / resilience and environmental management	2024 – 2027	<ul style="list-style-type: none"> <li>- Complement IFAD activities through strengthening agro-pastoral systems of vulnerable communities and improve capacities for natural resources management to enhance the resilience of the socioecological contexts of selected states in South Sudan.</li> </ul>
Co-financing	European Union	Expected financing to support nexus Humanitarian and development. Climate sensitive agriculture, seed system and Producer Organizations			<ul style="list-style-type: none"> <li>- Additional Financing for development</li> <li>- Increase outreach.</li> <li>- Greater impact for development results</li> </ul>

Republic of South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Project Design Report

Co-financing / Parallel co-financing	African Development Bank (AfDB)	Collaboration in joint a programme	US\$ 82.9 million to support the development of selected value chains	2024-2029	<ul style="list-style-type: none"> <li>- Collaboration for synergies and co-financing</li> <li>- Opportunities of infrastructures development for IFAD funded projects</li> </ul>
Co-financing	The World Bank	Resilient Agriculture and Livelihood Development Project (RALP)	US\$ 58.1 million to promote transformative and adaptive agricultural livelihood	2021-2026	<ul style="list-style-type: none"> <li>- Strengthening operational capacities of the SPCU to implement Bank projects i.e., technical training, extension, advisory and project management.</li> </ul>
		South Sudan – Emergency Locust Response Project (SSELRP)	US\$37 million to build the capacity of the government to eradicate pests and desert locust.	2022-2024	<ul style="list-style-type: none"> <li>- Capacity of Government to plan and eradicate risks of pest’s infestation in the country in addition to benefit of harmonizing the capacity building interventions to avoid duplication and ensure effectiveness.</li> <li>- Synergy for more impacts on crop and livestock productions for IFAD funded projects</li> </ul>
		South Sudan Safety Net Project (SSSNP)	US\$ 129 million to build resilient of vulnerable households through social protection and labor-intensive works	2023-2026	<ul style="list-style-type: none"> <li>- Emergency support to IFAD supported beneficiaries’ producers.</li> <li>- Joint activities for Nexus humanitarian and development</li> </ul>
Collaboration for Engaging in policy and influencing development agendas	World Food Programme (WFP)	Smallholder Agriculture Market Support (SAMS) project.	Country Strategic Plan	2023 to 2025	<ul style="list-style-type: none"> <li>- Complements IFAD’s targeting objectives both in terms of locations and categories of households and strengthens social inclusion through safety net approach, preparing them for development interventions.</li> </ul>

Republic of South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Project Design Report

					<ul style="list-style-type: none"> <li>- - Benefit from data such as the annual Vulnerability Analysis and Mapping (VAM) conducted by WFP</li> <li>- - Complement IFAD on building policy related to national Resilience approach and perspective</li> <li>- - Complement IFAD on nutrition related policy and strategies as well fund mobilization</li> </ul>
	GIZ	Community driven project	Community Driven Rural Development Project	2022 to 2024	<ul style="list-style-type: none"> <li>- Complement IFAD ongoing project – SSLRP by working with Local Governments in 2 of the 5 Counties.</li> <li>- Synergies and complementarity include supporting capacity building of the LG structures, depends on the planning approach of SSLRP and providing an integrated approach to risk management.</li> <li>- Synergy on Land policy and peasant organizations</li> </ul>
Collaboration for regional integration	East African Commission	Different initiatives across South Sudan Ministries	Nationwide and regional	COSOP duration	<ul style="list-style-type: none"> <li>- Promoted opportunities for SSTC.</li> <li>- Promoted regional initiatives for funding</li> </ul>
Technical scientific collaboration and Synergies	National Agricultural research Institute	Support to research and others production system	Nationwide	COSOP duration	<ul style="list-style-type: none"> <li>- Promoted crop and livestock productive capacities.</li> <li>- Resilience building based on experiences.</li> <li>- Scientific support to investments</li> <li>- Provision of adapted technics and technologies</li> </ul>
	Universities in South Sudan				

Republic of South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Project Design Report

	Directorate of Rural Development and Cooperatives				- Create awareness on importance of agriculture and monitoring of activities in rural areas.
Collaboration and partnership	South Sudan Banking and micro finance institutions	Support to digital financing and small rural enterprises	Nationwide	COSOP duration	- Finance intermediation - Producers benefitting from matching grant initiatives. - Effective transfer of fund to beneficiaries
	GSM phone companies				
Joint programming	<ul style="list-style-type: none"> <li>• UN Agencies</li> <li>• African Development Bank</li> </ul>	<ul style="list-style-type: none"> <li>• Building on complementarities in the humanitarian-development-peace nexus</li> <li>• Working with the RBAs to bring together complementary strengths, resources, and investments to reduce vulnerabilities and strengthen the resilience of flood-affected communities and people and contribute to social cohesion in selected states.</li> <li>• Building on the IFAD-AfDB Compact</li> </ul>	All projects	COSOP duration	<ul style="list-style-type: none"> <li>- Greater impact through strengthened synergies across different projects implemented within the UNCT, RBAs and by AfDB</li> <li>- Supporting the implementation of the Food systems pathway and resilience building</li> </ul>
Partnering through corporate initiatives for SSTC and project implementation support	<ul style="list-style-type: none"> <li>• China SSTC facility</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge exchange with similar countries on new opportunities to develop the blue economy interventions.</li> <li>• To strengthen implementation capacity for IFAD projects</li> </ul>	Stand-alone initiatives to be executed by IFAD and linked to all projects	TBD	- Implementation of IFAD investment projects strengthened

Republic of South Sudan  
 Sustainable Agricultural Development Project (SADEP)  
 Project Design Report

New partnerships to be developed for CLPE and institutional CB	New partnerships to be developed within government and private sector	<ul style="list-style-type: none"> <li>• To complement project investments with analytical and technical support to help roll out new policy initiatives including piloting of new approaches and with institution building.</li> <li>• Strengthening capacity for policy analysis and dialogue within both public sector institutions and private sector associations</li> </ul>	<ul style="list-style-type: none"> <li>• Stand-alone initiatives to be executed by IFAD.</li> </ul>	TBD	<ul style="list-style-type: none"> <li>- GoSS effectively takes forward new approaches incorporated within its agricultural policy reform.</li> <li>- Public sector capacity for policy analysis, development and monitoring is strengthened.</li> <li>- Capacity for public-private policy dialogue is strengthened.</li> </ul>
Knowledge Management and M&E	<ul style="list-style-type: none"> <li>• Local research and academic institutions, CGIAR centres</li> </ul>	<ul style="list-style-type: none"> <li>• KM and M&amp;E is incorporated in all projects— implementation by government partners complemented with technical support from research and academic institutions (local and international)</li> </ul>	<ul style="list-style-type: none"> <li>• Stand-alone initiatives to be executed by IFAD and linked to all projects</li> </ul>	TBD	<ul style="list-style-type: none"> <li>- Technical rigor of KM and M&amp;E products enhanced</li> </ul>

**Table 4: Target Group Typology, Priority Needs and Potential Response**

<b>Typology</b>	<b>Poverty Levels and Causes</b>	<b>Coping Actions</b>	<b>Priority Needs</b>	<b>Response</b>
<b>Economically Active Rural Poor</b> for whom agriculture is of primary importance. They may own some livestock, cultivate homestead gardens and engage in sharecropping or are engaged in subsistence farming, rain-fed crop production and no access to agricultural inputs nor technical assistance.	Poor to very poor. They do not have adequate resources, partly depend on other sources of income which are also scarce, and mostly engage in subsistence farming with occasional surpluses for sale. Poorly integrated in the rural market economy. Little off-farm income sources. Very vulnerable to economic and climatic shocks. Income and asset poor.	Some mixed cropping and livestock and fish production. Use social networks to access/share farm equipment. Petty trading. Look for alternative income sources (petty trade, casual labor) to supplement farming. Food aid and other forms of social welfare assistance (Cash for work/ food for work etc)	Improve access to productive inputs. Increase crop yields, through adoption of new technologies, and improve livestock production. Access to post harvest management skills and technologies. Improve diet diversification. Secure off-farm income sources. Reliable savings schemes	Capacity-building in climate-smart agriculture and strengthening of extension services. Access to training for women, and service delivery to women and youth on an equal basis. Benefit from additional labor created by (semi-commercial farmers). Access to inclusive financial services
<b>Food insecure rural households</b> reside in regions with increased susceptibility to adverse weather and their vulnerability exacerbated from historically being marginalised. Depleted households' resilience to shocks and weakened coping capacity.	Highest percentage of households in the poorest quintiles. Poor access to basic and social services including health and education and limited opportunities for income generating activities.  High levels of acute malnutrition	Unsustainable cultivation and animal husbandry practices. Migration with harsh living conditions that accentuates gender disparities. Conflict of land and water resources. Food security -reliance on less preferred/less expensive foods.	Improve access to basic services though income growth. Resilient agricultural practices. Cultivate social inclusion through promotion of gender equality and community driven development	Social cohesion promotion through participatory approaches e.g., CDD, Good agricultural practices; Irrigation and soil- and water conservation; Value chain development; Access to rural finance; Food and nutrition support; Training in farming and commercialization
<b>Youth</b> Aged between 15 and 29 years and 70	High unemployment rates and gender gaps (employment ratio for	Migration to urban areas in search of employment;	Access to job specific technical training and skilled jobs; Access to	Support on- and off-farm youth entrepreneurship and employment;

Republic of South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Project Design Report

<p>percent of population and largely unskilled.</p>	<p>women age 15+ is 61 percent, versus 63 percent for men); Skills mismatch in employment; Poor access to financial services Youth literacy rate is at 27 % Youth are in non-wage, low productivity employment. Trauma from past events The small size of the formal sector renders it difficult to generate youth employment. Vocational Training are few and do offer similar courses that may not meet the needs of the market.</p>	<p>Vulnerable low wage employment opportunities; Untapped potential</p>	<p>inclusive rural financial services; Expand repertoire of employment opportunities beyond farm-based interventions to post harvest management and technologies.</p>	<p>Facilitate their access to employable skills, modern technologies; Youth entrepreneurship and training in quick-return agro-processing and VC services; Integrate in Farmer Organisations; and creation of youth knowledge hubs; Basic literacy modules with graduated link to financial literacy trainings.  Access to decent on- and off-farm employment, including temporary income-generating activities for livelihood.</p>
<p><b>Women</b> suffer multiple social injustices due to pervasive social norms that prohibit their engagement in profitable agro- economic ventures. 60% are farmers</p>	<p>Low participation in labor force participation; lower access to essential productive inputs and services; Gender based deprivations; Poor access to financial services; Poor nutrition. Low access to extension services at 9.7 %  Close to 57 % of women experiencing sexual and GBV do not report. Sexual violence used as a weapon of war.</p>	<p>Low productive agricultural activities; Engage in vulnerable employment opportunities; Labour intensive menial agricultural activities.</p>	<p>Address social norms through comprehensive participatory approach Access to finance; Access to extension services; Nutrition training; Access to markets; Secure access to land and assets</p>	<p>Social norms diagnostics and tailored response through mentoring approach integrated in the CDD process; Improve access to extensions service; the promotion of labour-saving technologies; access to agriculture inputs, finance and credit.  Basic literacy modules with graduated link to financial literacy trainings  Access to decent on- and off-farm employment, including</p>

	<p>Gender-based violence is with women and children targeted for sexual.</p> <p>Conflicts severely affect women socially, economically, physically, and psychologically.</p>			<p>temporary income-generating activities for livelihood.</p>
--	--	--	--	---

**Table 5: Project Actors and Roles**

<b>Component</b>	<b>Institutions to be involved in implementation of activities</b>	<b>Ministry</b>
Component 1: Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food.	<p>✓ State Ministry of Agriculture and Forestry; County Agricultural Department (CAD).</p> <ul style="list-style-type: none"> <li>• State Ministry of Livestock and Fisheries; Directorate of fisheries</li> <li>• State Ministry of Cooperatives &amp; Rural Development.</li> <li>• Directorate of public health and Nutrition</li> <li>• Directorate of disaster and risk management</li> <li>• South Sudan National Bureau of Standards</li> <li>• IFDC, WFP, FAO, UNDP South Sudan Agricultural Producers Union (SSAPU), Seed Traders Association for South Sudan (STASS) (for coordination)</li> </ul>	<p>Ministry of Agriculture &amp; Food Security.</p> <p>Ministry of Livestock and Fisheries</p> <p>Ministry of Environment and Forestry</p> <p>Ministry of Water and Irrigation</p> <p>Ministry of Gender, Child, and Social Welfare</p> <p>Ministry of Health</p> <p>Ministry of Transport and Water</p> <p>Ministry of Humanitarian Affairs</p>



Republic of South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Project Design Report

Component 2: Enhanced Capacity for Postharvest Management and Handling	<ul style="list-style-type: none"> <li>• Directorate of plant protection.</li> <li>• Directorate of crop production and research</li> <li>• Directorate of mechanization.</li> <li>• Directorate of fisheries</li> <li>• Directorate of Forestry</li> <li>• Directorate of cooperatives and rural development.</li> <li>• INGO/NNGOs/ FSL and Nutrition cluster agencies.</li> <li>• South Sudan Agricultural producers' union</li> <li>• Seeds trader association of South Sudan</li> <li>• UNCCD Focal Point</li> <li>• WFP</li> <li>• FAO</li> <li>• UNDP</li> <li>• Mercy Corps</li> </ul>	Ministry of Agricultura and Food Security – MAFS  Ministry of Gender, Child and Social Welfare  Ministry of Culture, Youth and Sport
	<ul style="list-style-type: none"> <li>• Directorate of youths</li> <li>• Youth and women associations/unions</li> </ul>	Ministry of culture youth and sport.
	<ul style="list-style-type: none"> <li>• Directorate of vocational training</li> <li>• Technical and vocational education and training</li> </ul>	Ministry of general education
	<ul style="list-style-type: none"> <li>• Financial institutions (Ivory, cooperative bank, agricultural bank of South Sudan, Alpha Bank, Nile commercial bank, Buffalo cooperative)</li> </ul>	Ministry of finance and economics planning
	<ul style="list-style-type: none"> <li>• Directorate of private sector</li> <li>• Chamber of commerce</li> <li>• South Sudan National Bureau of Standard.</li> </ul>	Ministry of trade and industry.
	<ul style="list-style-type: none"> <li>• Food and drugs authority</li> <li>• Directorate of Public health and Nutrition</li> </ul>	Ministry of health
	<ul style="list-style-type: none"> <li>• Public universities such as. <ul style="list-style-type: none"> <li>○ University of Juba,</li> <li>○ University of Upper Nile,</li> <li>○ John Garang Memorial University of Science and Technology,</li> <li>○ University Bar EL Ghazal</li> </ul> </li> </ul>	Academia

Republic of South Sudan  
 Sustainable Agricultural Development Project (SADEP)  
 Project Design Report

	<ul style="list-style-type: none"> <li>• Land Reform Unit</li> <li>• Directorate of Physical Planning</li> </ul>	Ministry of Land, Housing and Urban Development
	<ul style="list-style-type: none"> <li>• South Sudan Land Commission</li> </ul>	- Ministry of Peace Building
	<ul style="list-style-type: none"> <li>• State Ministry of Land, Housing and Public Utilities</li> <li>• State ministry of Peace Building</li> <li>• State Ministry of agriculture</li> <li>• County Land Authority</li> <li>• Council Land Committee</li> <li>• Payam Land Council</li> <li>• Traditional Authority</li> <li>• National Communication Authority (Telecom regulator)</li> <li>• Mobile Network Operators (MTN, Zain, etc)</li> <li>• Miraya FM, Radio Mirraya, Radio Bakhita, South Sudan Radio, and others that are active in the project locations.</li> </ul>	State government / Local government
<b>Component 3: Institutional and Policy Strengthening, Project Coordination and Management</b>	<ul style="list-style-type: none"> <li>• SPCU</li> <li>• State Ministry of Agriculture</li> <li>• State Ministry of Animal Resources and Fisheries</li> <li>• Department of Forestry and Environment</li> <li>• Yambio Agriculture Training Institute</li> <li>• University of Juba - SNRES</li> <li>• TVET Centre in Terekeka/Bor</li> </ul>	Ministry of Agriculture and Food Security Ministry of Livestock and Fisheries Ministry of Forestry and Environment Ministry of Finance and Economic Planning

## South Sudan

---

### **Sustainable Agricultural Development Project** **Project Design Report**

#### **Annex 2: Logframe**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department



**Sustainable Agricultural Development Project**

**Logical Framework**

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outreach	1 Persons receiving services promoted or supported by the project				Progress report	6 months	Implementing Agencies	50% of persons receiving project support are women 50% of persons receiving project support are men 40 % of persons receiving project support are the youth (50% of them are women). A youth is defined as a person aged between 16 and 35 (inclusive). PWDs assumed to be 5% of the project beneficiaries HHs that receive project support are 30% female headed 6 members on average in one HH
	Males		4675	9350				
	Females		4675	9350				
	Young		3740	7480				
	Not Young							
	Non-Indigenous people							
	Total number of persons receiving services		9350	18700				
	Persons with disabilities		468	935				
	1.a Corresponding number of households reached				Progress report	6 months	Implementing Agencies	
	Women-headed households		2805	5610				
	Non-women-headed households		6545	13090				
	Households		9350	18700				
	1.b Estimated corresponding total number of households members				Progress report	Annually	SADEP - PMU/IA	
	Household members		56100	112200				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Project Goal</b> Contribute to enduring development and peace by improving food and nutrition security and reducing poverty among women, youth and rural communities	Households with increased resilience				Resilience Scorecard Tool (RDMT) surveys	Baseline and endline	SADEP-PMU/IA	Government of national unity will continue to be effective for peace and stability to continue prevailing; Continued Government commitment and implementation of the reforms agenda under Revitalised Peace Agreement; Investments in climate resilient infrastructure and agricultural technologies promote increased production; Increased income is used on household improvements
	Percentage of Households		25	60				
<b>Development Objective</b> Contribute to Enhanced resilience, food and nutrition security and reduced poverty	20% reduction in food insecurity measured through Food insecurity experience scale (FIES)				Progress report	Mid-term/endline	Implementing Agencies	A 20% reduction assumed from the current FIES
	FIES (Moderate)		10	20				

Results Hierarchy	Indicators				Means of Verification			Assumptions			
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility				
<b>Outcome</b> Outcome 1: Increased production, productivity and availability of nutritious foods	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices				COI Survey	Base line, Mid term surveys, completion	SADEP - PMU/IA	Assuming all target beneficiaries will be supported with climate friendly technologies. Nutrition awareness will be carried out to all target beneficiaries. 50% of those that receive targeted production support interventions and adopt them. Assuming production on 1 ha piece of land and assuming 50% of post harvest losses.			
	Total number of household members		33660	67320							
	Households		50	60							
	Households		5610	11220							
	1.2.9 Households with improved nutrition Knowledge Attitudes and Practices (KAP)				COI Survey	Base line, Mid term surveys, completion	SADEP - PMU/IA				
	Non-indigenous households										
	Non-women-headed households										
	Households (number)		5610	11220							
	Households (%)		30	60							
	Household members		33660	67320							
	1.2.4 Households reporting an increase in production								COI Survey	Base line, Mid term surveys, completion	SADEP - PMU/IA
	Total number of household members		16830	33660							
	Households		25	50							
	Households		2805	5610							
	Percentage increase in yields of supported value chains				Outcome surveys	Annually	SADEP - PMU/IAs				
	Average Increase										
	Sorghum										
Sesame											
Ground Nuts											
Fishing											
Value added fish											
<b>Output</b> Output 1.1 Capacity for community driven planning and prioritization developed	Community Driven Development Plans Developed				Progress reports/MIS	Annually	SADEP - PMU/IA				
	CPs		263	526							

Results Hierarchy	Indicators				Means of Verification			Assumptions		
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility			
	Community groups capacity built				Progress reports/MIS	Annually	SADEP - PMU/IA			
	Number of community groups receiving capacity building support.		263	526						
<b>Output</b> Output 1.2 Climate adaptive, nutrition sensitive agriculture and sustainable fisheries practices and technologies developed and promoted	3.1.4 Land brought under climate-resilient practices				Progress reports/MIS	Annually	SADEP - PMU/IA	Communities will be engaged in the plantation of tree seedlings. Assuming the groups are 25members are in size. All targeted beneficiaries will be targeted with nutrition awareness activities. 70% of these are assumed to be sorghum based systems producers and 30% fisher folks.		
	Hectares of land								10000	20000
	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks				Service providers reports, project M/E data and report	Supervision missions, Annual reports MTR, completion	Services providers and IA			
	Total size of groups								9350	18700
	Groups supported								374	748
	Males								4675	9350
	Females								4675	9350
	Young								3740	7480
	1.1.8 Households provided with targeted support to improve their nutrition								Service providers reports, project M/E data and report	Supervision missions, Annual reports MTR, completion
	Total persons participating				9350	18700				
	Males				4675	9350				
	Females				4675	9350				
	Households				9350	18700				
	Household members benefitted				56100	112200				
	Young				3740	7480				
	1.1.4 Persons trained in production practices and/or technologies				Progress reports/MIS	Annually	SADEP - PMU/IA			
	Total number of attendances to training sessions								9352	18700
Men trained in crop				3273				6545		
Women trained in crop				3273				6545		
Young people trained in crop				2618				5236		



Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Men trained in fishery		1403	2805				
	Women trained in fishery		1403	2805				
	Young people trained in fishery		1122	2244				
	Total persons trained in crop		6546	13090				
	Total persons trained in fishery		2806	5610				
<b>Outcome</b> Outcome 2 Enhanced Community Infrastructure and Post-Harvest Management capacity	Households reporting improved physical access to sorghum based systems and fish based infrastructure				Outcome surveys	Baseline, Midline and Completion	SADEP - PMU/IA	Assuming 25% of the supported organisations will improve value and quality of products. 25% of supported beneficiaries are assumed to be new jobs. 105 women and 105 youth groups within Pos will be supported to acquire/access threshers /shellers on cost sharing basis and offer services to the POs members and as businesses.
	Households reporting improved physical access to sorghum-based system infrastructure		2301	4603				
	Households reporting improved physical access to sorghum-based system infrastructure		18	35				
	Size of Households - Sorghum based systems		13808	27615				
	Households reporting improved physical access to Fish based infrastructure		1403	2805				
	Households reporting improved physical access to Fish based infrastructure		8	15				
	Size of Households - Fish based		8415	16830				
	2.2.5 Rural producers' organizations reporting an increase in sales				COI Surveys	Baseline, Midline and Completion	SADEP - PMU/IA	
	Number of Rural POs		66	132				
	Total number of POs members		1644	3288				
	Women PO members		822	1644				
	Men PO members		822	1644				
	Young PO members		658	1315				

Results Hierarchy	Indicators				Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	
	2.2.1 Persons with new jobs/employment opportunities				COI Survey	Base line, Mid term surveys, completion	Implementation Agencies
	Males		1169	2338			
	Females		1169	2338			
	Young		935	1870			
	Total number of persons with new jobs/employment opportunities		2338	4676			
	Reduction in post harvest Losses				Reduction in post harvest Losses		
	Reduction Percentage	0	15	50			
<b>Output</b> Output 2.1:Appropriate and inclusive climate resilient community infrastructure developed	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated				Progress reports/MIS	Annually	SADEP-PMU/IAs
	Hectares of land		50	100			
	Climate resilient community infrastructure developed				Progress reports/MIS	Annually	SADEP-PMU/IAs
	Water points	0	10	20			
	Fish drying racks	0	150	300			
	Energy efficient ovens	0	30	60			
	fish tent dryers	0	10	20			
	Kilometers of roads	0	25	50			
<b>Output</b> Output 2.2:Appropriate climate adapted and nutrition sensitive Postharvest technologies and practices promoted and adopted	2.1.2 Persons trained in income-generating activities or business management				Service providers reports, project M/E data and report	Supervision missions, Annual reports MTR, completion	Services providers and IA
	Males		3288	6575			
	Females		3288	6575			
	Young		2630	5260			
	Persons trained in IGAs or BM (total)		6576	13150			
	2.1.3 Rural producers' organizations supported				Progress reports/MIS	Annually	SADEP-PMU/IAs
	Total size of POs		6576	13150			
	Rural POs supported		263	526			

Results Hierarchy	Indicators				Means of Verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility		
	Males		3288	6575					
	Females		3288	6575					
	Young		2630	5260					
<b>Outcome</b> Outcome 3: Strengthened institutional capacities and rural sector coordination	Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment				National statistics from Ministry of Justice, MOA, National Assembly	Annual, MTR and completion	SADEP - PMU/IAs	New agriculture, rural development and climate action policies are approved (A)	
	Number			2					4
	SF.2.1 Households satisfied with project-supported services				COI Surveys	Annual, MTR and completion	SADEP - PMU/IAs		
	Household members			42075					84150
	Non-indigenous households								
	Non-women-headed households								
	Households (%)			38					75
	Households (number)			7013					14025
	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers				COI Surveys	Annual, MTR and completion	SADEP - PMU/IAs		
	Household members			28050					56100
	Non-indigenous households								
	Non-women-headed households								
	Households (%)			25					50
	Households (number)			4675					9350
<b>Output</b> Output 3.1: Institutional and policy capacity for rural development and coordination strengthened	Policy 1 Policy-relevant knowledge products completed				National statistics from Ministry of Justice, MOA, National Assembly	Annual, MTR and completion	NSPCU		
	Number			3				6	
<b>Output</b> Output 3.2: Efficient and Effective Project Management	Supported Government Institutions				Project reports - AI and SPCU	Annual, MTR and completion	NSPCU		
	Institutions			3				7	

## South Sudan

---

### **Sustainable Agricultural Development Project Project Design Report**

### **Annex 3: Project Cost and Financing**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department



## Annex 3: Project Cost and Financing

This annex presents the anticipated costs and financing for Sustainable Agricultural Development Project (SADEP). This includes both summary and detailed tables showing the breakdown of costs by component/sub-component and activity.

The project has been designed with 4 components; 1) Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food, 2) Enhanced Community Infrastructure and Post-Harvest Management capacity, 3) Institutional and Policy Strengthening, Project Coordination and Management and 4) Response to Emergency and Disaster (RED). The RED component has been included in the project purposely to mitigate risks related to climate change, weather shocks and pests outbreak foreseen in South Sudan. The costing has been done in United States Dollars (US\$) as an input currency.

**Project costs:** The total cost for SADEP including price and physical contingencies over 7-years implementation period is estimated at US\$ 40.8 million. The investment costs have been estimated at US\$33.7 million (89% of the base costs), and recurrent costs estimated at US\$4.3 million (11% of the total costs). Price and physical contingencies are estimated at US\$ 2.6 million (US\$1.4 million and US\$1.2 million respectively).

**Table 1: Project costs by component/sub-component: Base costs and contingencies**

South Sudan Sustainable Agricultural Development Project (SADEP) Components Project Cost Summary								
	(SSP '000)			(US\$ '000)			% Foreign Exchange	% Total Base Costs
	Local	Foreign	Total	Local	Foreign	Total		
<b>A. Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food</b>								
Community-Led Planning and Prioritization	224,903	15,369	240,273	1,730	118	1,848	6	5
Sustainable and Climate-Smart Nutrition-Sensitive Production Systems	1,124,009	80,974	1,204,983	8,646	623	9,269	7	24
<b>Subtotal</b>	<b>1,348,912</b>	<b>96,343</b>	<b>1,445,255</b>	<b>10,376</b>	<b>741</b>	<b>11,117</b>	<b>7</b>	<b>29</b>
<b>B. Enhanced Community Infrastructure and Post-Harvest Management capacity</b>								
Community-Led and Resilient Rural Infrastructure	1,347,841	125,262	1,473,102	10,368	964	11,332	9	30
Capacity Building and Inclusive Post-Harvest Technologies and Practices	517,912	57,546	575,458	3,984	443	4,427	10	12
<b>Subtotal</b>	<b>1,865,753</b>	<b>182,807</b>	<b>2,048,560</b>	<b>14,352</b>	<b>1,406</b>	<b>15,758</b>	<b>9</b>	<b>41</b>
<b>C. Institutional and Policy Strengthening, Project Coordination and Management</b>								
Institutional Strengthening and Policy Support	430,162	47,796	477,958	3,309	368	3,677	10	10
Project Coordination and Management	907,019	74,926	981,946	6,977	576	7,553	8	20
<b>Subtotal</b>	<b>1,337,181</b>	<b>122,722</b>	<b>1,459,904</b>	<b>10,286</b>	<b>944</b>	<b>11,230</b>	<b>8</b>	<b>29</b>
<b>D. RED</b>								
<b>Total BASELINE COSTS</b>	<b>4,551,847</b>	<b>401,873</b>	<b>4,953,719</b>	<b>35,014</b>	<b>3,091</b>	<b>38,106</b>	<b>8</b>	<b>100</b>
Physical Contingencies	145,604	16,066	161,671	1,120	124	1,244	10	3
Price Contingencies	177,456	11,182	188,638	1,365	86	1,451	6	4
<b>Total PROJECT COSTS</b>	<b>4,874,907</b>	<b>429,121</b>	<b>5,304,028</b>	<b>37,499</b>	<b>3,301</b>	<b>40,800</b>	<b>8</b>	<b>107</b>

**Table 2: Project costs by expenditure categories: Base costs and contingencies**

South Sudan Sustainable Agricultural Development Project (SADEP) Expenditure Accounts Project Cost Summary								
	(SSP '000)			(US\$ '000)			% Foreign Exchange	% Total Base Costs
	Local	Foreign	Total	Local	Foreign	Total		
<b>I. Investment Costs</b>								
A. Civil Works	947,928	86,671	1,034,599	7,292	667	7,958	8	21
B. Consultancies	825,001	77,969	902,970	6,346	600	6,946	9	18
C. Equipment and Materials	306,798	30,194	336,993	2,360	232	2,592	9	7
D. Goods, Services and Inputs	1,055,836	69,398	1,125,234	8,122	534	8,656	6	23
E. Training and Workshops	895,614	96,566	992,180	6,889	743	7,632	10	20
<b>Total Investment Costs</b>	<b>4,031,178</b>	<b>360,798</b>	<b>4,391,976</b>	<b>31,009</b>	<b>2,775</b>	<b>33,784</b>	<b>8</b>	<b>89</b>
<b>II. Recurrent Costs</b>								
A. Operation and Maintenance	59,597	6,622	66,219	458	51	509	10	1
B. Salaries and Allowances	461,072	34,453	495,525	3,547	265	3,812	7	10
<b>Total Recurrent Costs</b>	<b>520,669</b>	<b>41,074</b>	<b>561,743</b>	<b>4,005</b>	<b>316</b>	<b>4,321</b>	<b>7</b>	<b>11</b>
<b>Total BASELINE COSTS</b>	<b>4,551,847</b>	<b>401,873</b>	<b>4,953,719</b>	<b>35,014</b>	<b>3,091</b>	<b>38,106</b>	<b>8</b>	<b>100</b>
Physical Contingencies	145,604	16,066	161,671	1,120	124	1,244	10	3
Price Contingencies	177,456	11,182	188,638	1,365	86	1,451	6	4
<b>Total PROJECT COSTS</b>	<b>4,874,907</b>	<b>429,121</b>	<b>5,304,028</b>	<b>37,499</b>	<b>3,301</b>	<b>40,800</b>	<b>8</b>	<b>107</b>

The project costs by component/sub-component and year are provided in the table below.

**Table 3: Project costs by component/sub-component & year: Base costs and contingencies**

South Sudan

Sustainable Agricultural Development Project (SADEP)

Project Components by Year -- Totals Including Contingencies

(US\$ '000)

	Totals Including Contingencies							Total
	2025	2026	2027	2028	2029	2030	2031	
<b>A. Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food</b>								
Community-Led Planning and Prioritization	711	723	256	176	77	-	-	1,942
Sustainable and Climate-Smart Nutrition-Sensitive Production Systems	1,097	2,111	1,995	2,052	821	1,112	708	9,897
<b>Subtotal</b>	<b>1,808</b>	<b>2,834</b>	<b>2,250</b>	<b>2,229</b>	<b>898</b>	<b>1,112</b>	<b>708</b>	<b>11,839</b>
<b>B. Enhanced Community Infrastructure and Post-Harvest Management Capacity</b>								
Community-Led and Resilient Rural Infrastructure	139	4,393	1,928	2,805	2,613	301	-	12,179
Capacity Building and Inclusive Post-Harvest Technologies and Practices	462	1,497	469	1,089	894	239	41	4,691
<b>Subtotal</b>	<b>601</b>	<b>5,890</b>	<b>2,397</b>	<b>3,894</b>	<b>3,507</b>	<b>541</b>	<b>41</b>	<b>16,870</b>
<b>C. Institutional and Policy Strengthening, Project Coordination and Management</b>								
Institutional Strengthening and Policy Support	52	1,949	534	540	384	269	138	3,867
Project Coordination and Management	1,558	1,025	1,072	1,323	1,119	1,039	1,087	8,224
<b>Subtotal</b>	<b>1,611</b>	<b>2,974</b>	<b>1,607</b>	<b>1,863</b>	<b>1,503</b>	<b>1,308</b>	<b>1,226</b>	<b>12,091</b>
<b>D. RED</b>	-	-	-	-	-	-	-	-
<b>Total PROJECT COSTS</b>	<b>4,020</b>	<b>11,698</b>	<b>6,254</b>	<b>7,985</b>	<b>5,908</b>	<b>2,960</b>	<b>1,975</b>	<b>40,800</b>

**Financing Plan:** The project financing and co-financing plan is as follows: IFAD financing is US\$9.8 million (19% of the total costs). The project has been designed with a financing gap of US\$9.8 million which will be sourced through the IFAD 13 allocation. This will bring the IFAD financing to a total of US\$19.6 million (48%).

Co-financing from GEF/LDCF is estimated at US\$8.9 million (22% of the total costs). The AfDB parallel financing to the project is estimated at US\$9.5 million (23%). Domestic co-financing from the Government of South Sudan and the target beneficiaries in form of in-kind contribution is estimated at US\$2.7 million (4% and 5% respectively). The summary presented in the table below.

**Component/Subcomponent Allocation:** Component 1, Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food has been allocated 29 % of the total costs, equivalent to US\$11.9 million. Component 2, Enhanced Community Infrastructure and Post-Harvest Management capacity has been allocated the biggest portion of the total project costs, amounting to US\$ 16.8 million (41% of the total costs). Component 3, Institutional and Policy Strengthening, Project Coordination and Management has been allocated US\$ 12 million (30%). The project has been designed with a Response to Emergency and Disaster (RED) component to mitigate risks related to climate change, weather shocks and pests outbreak foreseen in South Sudan with an allocation of 5% of the IFAD funds (US\$0.980 million). A summary of costs by component and category is provided in the tables below.

**Table 4: Total project costs by components & sub-components, and financier.**

South Sudan  
 Sustainable Agricultural Development Project (SADEP)  
 Components by Financiers  
 (US\$ '000)

	IFAD 12		Financing Gap		GEF/LDCF		Ben. Contribution		GoSS		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes	AfDB Parallel		
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%				Amount	%	
<b>A. EnhancedClimate-Adaptive Production, Productivity and Availability of Nutritious Food.</b>																		
Community-Led Planning and Prioritization	1,023	80	239	19	-	-	-	-	15	1	1,276	4	127	1,149	-			
Sustainable and Climate-Smart Nutrition-Sensitive Production Systems	2,325	34	2,911	43	1,202	18	-	-	419	6	6,857	22	672	6,124	61			
<b>Subtotal</b>	<b>3,347</b>	<b>41</b>	<b>3,150</b>	<b>39</b>	<b>1,202</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>434</b>	<b>5</b>	<b>8,133</b>	<b>26</b>	<b>799</b>	<b>7,274</b>	<b>61</b>			
<b>B. Enhanced Community Infrastructure and Post-Harvest Management capacity</b>																		
Community-Led and Resilient Rural Infrastructure	3,038	29	584	6	5,211	50	1,600	15	46	0	10,479	34	1,032	9,401	46			
Capacity Building and Inclusive Post-Harvest Technologies and Practices	495	11	1,463	31	2,094	45	-	-	640	14	4,691	15	464	4,056	170			
<b>Subtotal</b>	<b>3,532</b>	<b>23</b>	<b>2,046</b>	<b>14</b>	<b>7,304</b>	<b>48</b>	<b>1,600</b>	<b>11</b>	<b>687</b>	<b>5</b>	<b>15,170</b>	<b>49</b>	<b>1,496</b>	<b>13,457</b>	<b>217</b>			
<b>C. Institutional and Policy Strengthening, Project Coordination and Management</b>																		
Institutional Strengthening and Policy Support	447	29	1,112	71	-	-	-	-	7	1	1,567	5	152	1,408	7			
Project Coordination and Management	2,473	39	3,492	54	426	7	-	-	40	1	6,431	21	624	5,794	13			
<b>Subtotal</b>	<b>2,921</b>	<b>37</b>	<b>4,604</b>	<b>58</b>	<b>426</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>47</b>	<b>1</b>	<b>7,998</b>	<b>26</b>	<b>776</b>	<b>7,201</b>	<b>20</b>			
<b>D. RED (Lumpsum to be allocated incase of emergency) 5%</b>	490	5	490	5	-	-	-	-	-	-	980	2	-	-	-			
<b>Total PROJECT COSTS</b>	<b>9,800</b>	<b>31</b>	<b>9,800</b>	<b>31</b>	<b>8,932</b>	<b>29</b>	<b>1,600</b>	<b>5</b>	<b>1,167</b>	<b>4</b>	<b>31,300</b>	<b>100</b>	<b>3,071</b>	<b>27,932</b>	<b>298</b>			
<b>AfDB Funded Activities</b>																		
<b>A. EnhancedClimate-Adaptive Production, Productivity and Availability of Nutritious Food.</b>																		
Community-Led Planning and Prioritization																	666	18
Sustainable and Climate-Smart Nutrition-Sensitive Production Systems																	3,040	82
<b>Subtotal</b>																	<b>3,706</b>	<b>39</b>
<b>B. Enhanced Community Infrastructure and Post-Harvest Management capacity</b>																		
Community-Led and Resilient Rural Infrastructure																	1,700	100
<b>Subtotal</b>																	<b>1,700</b>	<b>18</b>
<b>C. Institutional and Policy Strengthening, Project Coordination and Management</b>																		
Institutional Strengthening and Policy Support																	2,300	56
Project Coordination and Management																	1,794	44
<b>Subtotal</b>																	<b>4,094</b>	<b>43</b>
<b>Total PROJECT COSTS - AfDB</b>																	<b>9,500</b>	<b>100</b>

**Expenditure categories:** SADEP has been designed with seven expenditure categories (5 investment categories and 2 recurrent costs categories). The two main expenditure categories are: i) works and ii) Goods, services, and inputs with a total allocation of US\$8.4 million and US\$9.2 million respectively. Other categories include consultancies, equipment & materials, training & workshops, salaries and allowances and operation and maintenance. The overall Programme recurrent costs are 9% for the total Programme. The summary of costs by expenditure categories and disbursement by semester is presented in the tables below.

**Table 5: Total project costs by expenditure categories and financiers.**



South Sudan

**Sustainable Agricultural Development Project (SADEP)**

**Expenditure Accounts by Financiers**

(US\$ '000)

	IFAD 12		Financing Gap		GEF/LDCF		Ben. Contribution		GoSS		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes	AfDB Parallel	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%				Amount	%
<b>I. Investment Costs</b>																	
A. Civil Works	1,972	28	-	-	3,551	50	1,600	23			7,123	23	705	6,419	-		
B. Consultancies	1,957	30	3,153	49	956	15	-	-	385	6	6,451	21	633	5,818	-		
C. Equipment and Materials	573	34	66	4	878	52	-	-	166	10	1,682	5	167	1,355	160		
D. Goods, Services and Inputs	1,222	23	1,642	31	2,210	41	-	-	275	5	5,349	17	521	4,691	138		
E. Training and Workshops	2,571	36	3,355	47	912	13	-	-	341	5	7,180	23	705	6,475	-		
<b>Total Investment Costs</b>	<b>8,295</b>	<b>30</b>	<b>8,217</b>	<b>30</b>	<b>8,506</b>	<b>31</b>	<b>1,600</b>	<b>6</b>	<b>1,167</b>	<b>4</b>	<b>27,786</b>	<b>89</b>	<b>2,731</b>	<b>24,757</b>	<b>298</b>		
<b>II. Recurrent Costs</b>																	
A. Operation and Maintenance	233	40	290	50	60	10	-	-	-	-	583	2	56	527	-		
B. Salaries and Allowances	1,272	43	1,293	44	367	13	-	-	-	-	2,931	9	284	2,647	-		
<b>Total Recurrent Costs</b>	<b>1,505</b>	<b>43</b>	<b>1,583</b>	<b>45</b>	<b>426</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,515</b>	<b>11</b>	<b>340</b>	<b>3,174</b>	<b>-</b>		
<b>Total PROJECT COSTS</b>	<b>9,800</b>	<b>31</b>	<b>9,800</b>	<b>31</b>	<b>8,932</b>	<b>29</b>	<b>1,600</b>	<b>5</b>	<b>1,167</b>	<b>4</b>	<b>31,300</b>	<b>100</b>	<b>3,071</b>	<b>27,932</b>	<b>298</b>		
<b>AfDB Costs</b>																	
<b>I. Investment Costs</b>																	
A. Civil Works																1,294	16
B. Consultancies																1,027	12
C. Equipment and Materials																1,020	12
D. Goods, Services and Inputs																3,918	47
E. Training and Workshops																1,079	13
<b>Total Investment Costs</b>																<b>8,338</b>	<b>88</b>
<b>II. Recurrent Costs</b>																	
B. Salaries and Allowances																1,162	100
<b>Total Recurrent Costs</b>																<b>1,162</b>	<b>12</b>
<b>Total PROJECT COSTS - AfDB</b>																<b>9,500</b>	<b>100</b>

**Table 6: Project disbursement by semester and financier**

South Sudan

Sustainable Agricultural Development Project (SADEP)

Disbursements by Semesters and Government Cash Flow

(US\$ '000)

	Financing Available				Total	Costs to			
	Financing		Ben.			Project	GoSS		GoSS
	IFAD 12	Gap	GEF/LDCF	Contribution			Cash Flow	Cumulative	
Amount	Amount	Amount	Amount	Costs	Cash Flow	Cash Flow	Cash Flow		
1	1,551	-	-	386	-	1,937	2,010	-73	-73
2	1,551	-	-	386	-	1,937	2,010	-73	-145
3	2,177	-	1,060	2,207	238	5,682	5,849	-168	-313
4	2,177	-	1,060	2,207	238	5,682	5,849	-168	-480
5	734	552	841	884	73	3,085	3,127	-42	-522
6	734	552	841	884	73	3,085	3,127	-42	-564
7	438	1,397	1,120	794	232	3,981	3,993	-12	-576
8	438	1,397	1,120	794	232	3,981	3,993	-12	-588
9	-	1,065	1,123	328	257	2,773	2,954	-181	-769
10	-	1,065	1,123	328	257	2,773	2,954	-181	-950
11	-	1,011	231	151	-	1,393	1,480	-87	-1,037
12	-	1,011	231	151	-	1,393	1,480	-87	-1,124
13	-	875	91	-	-	966	987	-22	-1,146
14	-	875	91	-	-	966	987	-22	-1,167
<b>Total</b>	<b>9,800</b>	<b>9,800</b>	<b>8,932</b>	<b>9,500</b>	<b>1,600</b>	<b>39,633</b>	<b>40,800</b>	<b>-1,167</b>	<b>-1,167</b>

**Table 7: Financing plan**

South Sudan

Sustainable Agricultural Development Project (SADEP)

Financing Plan

(US\$ '000)

	Foreign	Local	Total	Percent
IFAD 12	1,014	8,786	9,800	24
Financing Gap	1,007	8,793	9,800	24
GEF/LDCF	892	8,040	8,932	22
AfDB Parallel	230	9,270	9,500	23
Ben. Contribution	158	1,442	1,600	4
GoSS	-	1,167	1,167	3
<b>Total</b>	<b>3,301</b>	<b>37,499</b>	<b>40,800</b>	<b>100</b>

II: Detailed cost tables by component/sub-component showing a breakdown of activities phased by year, unit cost and expenditure categories.

- Detailed Table 1.1: Community-Led Planning and Prioritization
- Detailed Table 1.1b: Community-Led Planning and Prioritization – AfDB funded.
- Detailed Table 1.2: Sustainable and Climate-Smart Nutrition-Sensitive Production Systems
- Detailed Table 1.2b: Sustainable and Climate-Smart Nutrition-Sensitive Production Systems - AfDB funded.
- Detailed Table 2.1: Community-Led and Resilient Rural Infrastructure
- Detailed Table 2.1: Community-Led and Resilient Rural Infrastructure - AfDB funded.
- Detailed Table 2.2: Capacity Building and Inclusive Post-Harvest Technologies and Practices
- Detailed Table 3.1: Institutional Strengthening and Policy Support
- Detailed Table 3.2: Project Coordination and Management
- Detailed Table 3.2: Project Coordination and Management - AfDB funded.

## Detailed Table 1.1: Community-Led Planning and Prioritization

South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Table 1.1. Community-Led Planning and Prioritization

### Detailed Costs

(US\$)

	Unit	Quantities								Unit Cost	Totals Including Contingencies ('000)							
		2025	2026	2027	2028	2029	2030	2031	Total		2025	2026	2027	2028	2029	2030	2031	Total
<b>I. Investment Costs</b>																		
<b>A. Capacity Building of community organisations, cluster identification and and planning</b>																		
<b>1. Community Mobilisation</b>																		
Workshops with stakeholders at state level	Workshop	3	-	-	3	-	-	-	6	1,500	5	-	-	5	-	-	-	10
Workshops workshops/ consultations at county level and payam	Workshop	12	4	4	-	-	-	-	20	4,500	58	19	20	-	-	-	-	97
Trials for Improved Practices activity for nutrition community mobilization																		
a /a	Session	20	10	-	-	-	-	-	30	1,000	21	11	-	-	-	-	-	32
<b>Subtotal</b>											84	30	20	5	-	-	-	139
<b>2. Cluster identification</b>																		
Meetings at community level for identification of clusters(Clusteringof bomas)	Meeting	36	24	12	-	-	-	-	72	3,000	115	78	40	-	-	-	-	233
Training of community facilitators (Initial and refresher)	Training	24	12	12	12	-	-	-	60	2,000	51	26	27	27	-	-	-	131
Establish & train Community based Nutrition Facilitation Teams (NFTs)																		
b	Training	20	-	-	-	-	-	-	20	2,500	53	-	-	-	-	-	-	53
<b>Subtotal</b>											220	104	66	27	-	-	-	417
<b>3. Grouping clusters by commodity interest and and identifying priority areas of support.</b>																		
Development of sorghum systems investment plans.	Plan	84	4	-	-	-	-	-	88	3,000	269	13	-	-	-	-	-	282
<b>4. Support by counties to field activities</b>																		
County department of agriculture and fisheries	No. of days	63	32	32	-	-	-	-	127	750	50	26	27	-	-	-	-	103
Support to community mobilisation and cluster planning	No. of days	128	64	64	64	-	-	-	320	650	89	45	46	47	-	-	-	227
Community-based fisheries management plans developed and implemented	Fishing villages/communities/camps	-	20	-	-	-	-	-	20	5,000	-	108	-	-	-	-	-	108
<b>Subtotal</b>											139	179	73	47	-	-	-	438
<b>Total</b>											711	327	159	80	-	-	-	1,276

1a

b assuming 3 Payams per County and 15 Bomas per Payam. Applying a clustering of 3 Bomas gives 5 clusters per Payam. Therefore, 5 NFTs per county budgeted for with 1 NFT per cluster (Terekeka county was used for this assumption. It has 52 Bomas and 10 Paya

## Detailed Table 1.1b: Community-Led Planning and Prioritization – AfDB funded

South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Table 1.11. Community-Led Planning and Prioritization - AfDB

### Detailed Costs

(US\$)

	Unit	Quantities								Unit Cost	Totals Including Contingencies ('000)							
		2025	2026	2027	2028	2029	2030	2031	Total		2025	2026	2027	2028	2029	2030	2031	Total
<b>I. Investment Costs</b>																		
<b>A. Establishment and strengthening of producer organizations and enterprises</b>																		
Fish processing women groups strengthened and business plans developed	Per Year	-	1	1	1	-	-	-	3	20,000	-	20	20	20	-	-	-	60
<b>B. Develop group savings and loan activities</b>																		
Setting up of revolving loan fund (VSLA/SACCO) for Rice, Sorghum and fish PO	PO	-	50	50	50	-	-	-	200	1,500	-	75	75	75	-	-	-	300
<b>C. Develop co-financing modalities to leverage private rural investments</b>																		
Input credit system for Fish value chain	Lumpsum	-	1	-	-	-	-	-	1	300,000	-	300	-	-	-	-	-	300
<b>D. Provide access to markets and private sector linkages</b>																		
Fisher - buyer meetings	Meeting	-	5	5	5	5	-	-	20	300	-	2	2	2	2	-	-	6
<b>Total</b>											-	397	97	97	77	-	-	666





## Detailed Table 1.2b: Sustainable and Climate-Smart Nutrition-Sensitive Production Systems - AfDB funded

South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Table 1.22. Sustainable and Climate-Smart Nutrition-Sensitive Production S;  
**Detailed Costs**  
(US\$)

	Unit	Quantities							Total	Unit Cost	Totals Including Contingencies ('000)							Total
		2025	2026	2027	2028	2029	2030	2031			2025	2026	2027	2028	2029	2030	2031	
<b>I. Investment Costs</b>																		
<b>A. Improve fishery production /a</b>																		
Canoe manufacturing capacity built through ToT /b	Sessions	1	-	-	-	-	-	-	1	30,000	30	-	-	-	-	-	30	
Training of artisans on canoe making and maintenance (50 trainees total 2 )	Session	-	1	1	1	1	-	-	4	27,000	-	27	27	27	27	-	108	
Develop fish food safety/quality control system and strategy to meet local &	Lumpsum	1	-	-	-	-	-	-	1	20,000	20	-	-	-	-	-	20	
<b>Subtotal</b>											50	27	27	27	27	-	158	
<b>B. Technical Assistance</b>																		
Fisheries specialist – cost shared	Per Month	-	12	12	12	12	12	-	60	5,000	-	60	60	60	60	-	300	
<b>C. Strengthen decentralized seed systems /c</b>																		
Farmers skill on quality seed production improved /d	farmer	780.8	976	976	195.2	-	-	-	2,928	90	70	88	88	18	-	-	264	
Research support (rice and sorghum trials on variety and fertilizers effects) ,	lump sum	0.976	0.976	0.976	-	-	-	-	2,928	20,000	20	20	20	-	-	-	59	
Extension staff become technician in quality seed production /f	agent	-	19.52	-	-	-	-	-	19.52	120	-	2	-	-	-	-	2	
Form Seed Enterprise Groups (SEGs) /g	SEG	-	-	14.64	14.64	-	-	-	29.28	2,200	-	-	32	32	-	-	64	
<b>Subtotal</b>											90	110	140	50	-	-	389	
<b>D. Promote Good Agriculture Practices</b>																		
Develop Farmers Field School (FFS) curricula including CSA /h	lump sum	0.976	-	-	-	-	-	-	0.976	45,000	44	-	-	-	-	-	44	
Extension staff acquire FFS facilitation skill /i	facilitator	19.52	-	-	-	-	-	-	19.52	2,400	47	-	-	-	-	-	47	
FFS facilitators conduct first and second FFS sessions to farmers /j	session	-	39.04	39.04	-	-	-	-	78.08	900	-	35	35	-	-	-	70	
Model farmers from each FFS group become FFS facilitator /k	facilitator	-	78.08	78.08	-	-	-	-	156.16	900	-	70	70	-	-	-	141	
Farmer facilitator's conduct 1st FFS program to farmers (each train 1 FFS o	FFS	-	-	1,561.6	1,561.6	-	-	-	3,123.2	180	-	-	281	281	-	-	562	
Provide agricultural extension kits to Counties /l	kit	8.784	-	-	-	-	-	-	8.784	3,200	28	-	-	-	-	-	28	
Develop training modules on Good Agricultural Practice (GAP) /m	Manual	3.904	-	-	-	-	-	-	3.904	8,000	31	-	-	-	-	-	31	
Establish home gardens (training and set up)	Gardens	-	-	1,659.2	1,464	-	-	-	3,123.2	180	-	-	299	264	-	-	562	
Develop training modules on Good Agricultural Practice (GAP) /n	Manual	3.904	-	-	-	-	-	-	3.904	8,000	31	-	-	-	-	-	31	
<b>Subtotal</b>											181	105	685	545	-	-	1,517	
<b>E. Strengthening and expanding farmer e-registry and e-extension pro</b>																		
Solar radios for communities /o	radio	263.176	-	-	-	-	-	-	263.176	50	13	-	-	-	-	-	13	
Creation of extension video content, with agri-extension service and commu	video	-	-	9.82	14.73	14.73	-	-	39.28	93	-	-	1	1	1	-	4	
ToT for extension workers and communities/village knowledge workers on e	training	-	31.424	-	-	-	-	-	31.424	651	-	20	-	-	-	-	20	
e-extension using videos at village level, 3 extension sessions per payam /q	payam	-	31.424	31.424	31.424	31.424	-	-	125.696	251	-	8	8	8	8	-	32	
Development of video based e-extension platform	lump sum	0.982	-	-	-	-	-	-	0.982	90,000	88	-	-	-	-	-	88	
<b>Subtotal</b>											102	28	9	9	9	-	157	
<b>F. Investing in access to climate advisory services</b>																		
Monthly incentive for rainfall monitoring	month	11.784	11.784	11.784	11.784	11.784	-	-	58.92	893	11	11	11	11	11	-	53	
Rainfall monitoring continuous training	session	0.982	0.982	0.982	0.982	0.982	-	-	4.91	2,700	3	3	3	3	3	-	13	
Operational and maintenance costs of rainfall gauges (regular maintenance	lump sum	11.784	11.784	11.784	11.784	11.784	-	-	58.92	250	3	3	3	3	3	-	15	
<b>Subtotal</b>											16	16	16	16	16	-	81	
<b>G. Expand Aweil Irrigation Rice Scheme (AIRS)</b>																		
Construct flood protection dikes /r	lump sum	-	0.1952	0.3904	0.3904	-	-	-	0.976	250,000	-	49	98	98	-	-	244	
Implement afforestation, soil and water conservation measures /s	ha	-	341.6	390.4	244	-	-	-	976	200	-	68	78	49	-	-	195	
<b>Subtotal</b>											-	117	176	146	-	-	439	
<b>Total</b>											439	464	1,112	853	112	60	3,040	

la includes manual/material preparation in first year and 3-days training on linking farmers with rice, sorghum and sesame seed dealers etc. across the 4 states

lb includes manual/material preparation in first year and 3-days training on linking farmers with rice, sorghum and sesame seed dealers etc. across the 4 states

lc includes manual/material preparation in first year and 3-days training on linking farmers with rice, sorghum and sesame seed dealers etc. across the 4 states

ld includes manual/material preparation in first year and 3-days training on linking farmers with rice, sorghum and sesame seed dealers etc. across the 4 states

le continued support of BREFONS trials and trainings for Rice and Sorghum will be included as an additional crop to be tested mainly for drought tolerance

lf strengthening mechanism for local seed system, average of 5 agents by state, using material developed for farmers

lg 10 members per SEG

lh includes two days workshops and two months consultancy to develop the training / background info for the facilitator on improved seeds, CSA, IPM, agronomy, soil and water mgmt., agro-business, post

li public extension officers trained in training center for 3 weeks to facilitate FFS groups

lj 4 FFS groups (25 members each) will be trained for 2 weeks, twice by a trained facilitator during two seasons.

lk for following years: Two model farmers from the 40 trained in 1st season will be trained to serve as facilitators in subsequent FFS season(s)

ll bicycles, extension kits & motorcycles distributed to County Agricultural Departments (CAD) in target Counties;

lm 4 training manuals (Crop, vegetable, tree nurseries and agro-forestry) produced and delivered 500 copies to extension workers

ln 4 training manuals (Crop, vegetable, tree nurseries and agro-forestry) produced and delivered 500 copies to extension workers

lo for ABCs,POs, payams chiefs, fish groups and AIRS Cooperative

lp 3 people from PO, 2 people from payams, chief of payam, 5 people from ABC management. Half a day training by Service provider

## Detailed Table 2.1: Community-Led and Resilient Rural Infrastructure

South Sudan

Sustainable Agricultural Development Project (SADEP)

Table 2.1. Community-Led and Resilient Rural Infrastructure

**Detailed Costs**

(US\$)

	Unit	Quantities							Unit Cost	Totals Including Contingencies ('000)								
		2025	2026	2027	2028	2029	2030	2031		Total	2025	2026	2027	2028	2029	2030	2031	Total
<b>I. Investment Costs</b>																		
<b>A. Construction of Small scale and Climate Resilient Fish Landing Sites</b>																		
Feasibility Study and detailed design	Unit	1	-	-	-	-	-	-	1	50,000	53	-	-	-	-	-	-	53
Landing site construction	Unit	-	1	-	-	-	-	-	1	1,000,000	-	1,000	-	-	-	-	-	1,000
Supervision of construction works	Unit	-	1	-	-	-	-	-	1	50,000	-	54	-	-	-	-	-	54
Establishment of Landing site managing CBO	Unit	-	1	-	-	-	-	-	1	1,000	-	1	-	-	-	-	-	1
Capacity Building of Landing site managing CBO	Unit	-	1	-	-	-	-	-	1	1,500	-	2	-	-	-	-	-	2
<b>Subtotal</b>											53	1,057	-	-	-	-	-	1,110
<b>B. Establishment of Ice making plants</b>																		
Feasibility assessment and establishment of technical specifications	Lumpsum	-	1	-	-	-	-	-	1	8,000	-	9	-	-	-	-	-	9
Procurement and installation of solar powered ice making plants	No.	-	-	4	-	-	-	-	4	48,000	-	-	213	-	-	-	-	213
<b>Subtotal</b>											-	9	213	-	-	-	-	221
<b>C. Procurement and installation of fish solar drying tents</b>																		
	Number	-	-	10	10	-	-	-	20	10,000	-	-	111	114	-	-	-	225
<b>D. Rural/Feeder Roads Rehabilitation</b>																		
Survey and Design	Kilometers	-	-	20	30	-	-	-	50	2,500	-	-	55	85	-	-	-	141
Rehabilitation works	Kilometers	-	-	-	20	30	-	-	50	45,000	-	-	-	923	1,384	-	-	2,307
Supervision of rehabilitation works	Kilometers	-	-	-	20	30	-	-	50	2,500	-	-	-	57	88	-	-	145
<b>Subtotal</b>											-	-	55	1,065	1,472	-	-	2,593
<b>E. Development of an Irrigation system at the Palataka National basic seed center</b>																		
Feasibility Study and detailed design	Lumpsum	1	-	-	-	-	-	-	1	20,000	21	-	-	-	-	-	-	21
Irrigation system construction and installation works	Hectares	-	15	-	-	-	-	-	15	12,000	-	195	-	-	-	-	-	195
Supervision of works	Lumpsum	-	15	-	-	-	-	-	15	1,000	-	16	-	-	-	-	-	16
<b>Subtotal</b>											21	211	-	-	-	-	-	232
<b>F. Establishing community Seed Banks – structures with equipment</b>																		
Establish community stores for seed aggregation and selling	Number	-	27	-	-	-	-	-	27	25,000	-	731	-	-	-	-	-	731
Drying slab	Number	-	27	-	-	-	-	-	27	6,000	-	175	-	-	-	-	-	175
<b>Subtotal</b>											-	906	-	-	-	-	-	906
<b>G. Equipment of the seed center cold storage facility</b>																		
	Unit	-	-	1	-	-	-	-	1	25,000	-	-	28	-	-	-	-	28
<b>H. Development of community-led small scale irrigation for seed and crop production</b>																		
Feasibility Study and Detailed Design	Hectares	-	25	50	25	-	-	-	100	1,000	-	27	55	28	-	-	-	111
Irrigation system construction and installation works	Hectares	-	-	25	50	25	-	-	100	10,000	-	-	277	570	293	-	-	1,139
Supervision of works	Hectares	-	-	25	50	25	-	-	100	1,000	-	-	28	57	29	-	-	114
Establishment of CBO-IWUA	Unit	-	-	5	10	5	-	-	20	1,000	-	-	6	11	6	-	-	23
Capacity Building of CBO-IWUA	Unit	-	-	5	10	5	-	-	20	1,500	-	-	8	17	9	-	-	34
<b>Subtotal</b>											-	27	374	684	337	-	-	1,421
<b>I. Development of Multiple-Use Water Systems (MUS)</b>																		
Prefeasibility Rapid Assessment	Unit	18	-	-	-	-	-	-	18	1,000	19	-	-	-	-	-	-	19
Feasibility Study and detailed design	Unit	12	-	-	-	-	-	-	12	3,500	45	-	-	-	-	-	-	45
Construction of MUS	Unit	-	2	4	4	2	-	-	12	50,000	-	108	222	228	117	-	-	675
Supervision of works	Unit	-	2	4	4	2	-	-	12	2,500	-	5	11	11	6	-	-	34
Establishment of MUS CBO-WUA	Unit	-	2	4	4	2	-	-	12	1,000	-	2	4	5	2	-	-	13
Capacity Building of MUS CBO-WUA	Unit	-	2	4	4	2	-	-	12	2,000	-	4	9	9	5	-	-	27
<b>Subtotal</b>											64	120	246	253	130	-	-	813
<b>J. Construction of small-medium capacity storage facilities for crop production</b>																		
Design and works supervision	Unit	-	4	-	4	-	-	-	8	7,500	-	32	-	34	-	-	-	67
Construction of storage facilities (500 - 1,000 quintal)	Unit	-	2	2	2	2	-	-	8	100,000	-	217	222	228	234	-	-	900
<b>Subtotal</b>											-	249	222	262	234	-	-	967
<b>K. Natural Resource Management</b>																		
Awareness creation on natural resources management to communities and demonstration	Session	-	5	5	5	5	-	-	20	10,000	-	54	55	57	59	-	-	225
Capacity development on natural resources management to experts and communities	Session	-	5	5	5	5	-	-	20	15,000	-	81	83	85	88	-	-	338
Multipurpose tree nurseries development	Lumpsum	-	-	4	-	-	-	-	4	55,000	-	-	244	-	-	-	-	244
Landscape management /a	Hectares	-	-	5,000	5,000	5,000	5,000	-	20,000	50	-	-	277	285	293	301	-	1,156
<b>Subtotal</b>											-	135	659	427	439	301	-	1,962
<b>Total</b>											139	2,714	1,907	2,805	2,613	301	-	10,479



## Detailed Table 2.1: Community-Led and Resilient Rural Infrastructure - AfDB funded

South Sudan

Sustainable Agricultural Development Project (SADEP)

Table 2.11. Community-Led and Resilient Rural Infrastructure - AfDB

### Detailed Costs

(US\$)

	Unit	Quantities							Unit Cost	Totals Including Contingencies ('000)								
		2025	2026	2027	2028	2029	2030	2031		Total	2025	2026	2027	2028	2029	2030	2031	Total
<b>I. Investment Costs</b>																		
<b>A. Construct &amp; rehabilitate access roads</b>																		
Access road (fish landing site to main road)	KM	-	1	-	-	-	-	-	1	49,000	-	49	-	-	-	-	-	49
<b>B. Improve fishery production land sites and infrastructure</b>																		
Construct fish landing sites (30,000 t/year capacity /a	landing site	-	1	-	-	-	-	-	1	750,000	-	752	-	-	-	-	-	752
Rehabilitation of one fish markets (1,000 m2 each)	Number	-	1	-	-	-	-	-	1	250,000	-	251	-	-	-	-	-	251
Construct canoe manufacturing and repair workshop	Number	-	1	-	-	-	-	-	1	150,000	-	150	-	-	-	-	-	150
Provide tools and fishing materials to fishers	Lumpsum	-	1	-	-	-	-	-	1	200,000	-	200	-	-	-	-	-	200
Provide ice making machine (500 kg/day) with offgrid box	Number	-	3	-	-	-	-	-	3	45,000	-	135	-	-	-	-	-	135
Provide fish drying racks	unit	-	40	-	-	-	-	-	40	250	-	10	-	-	-	-	-	10
Provide fish smoking ovens	Number	-	20	-	-	-	-	-	20	1,860	-	37	-	-	-	-	-	37
Solar fish drier	Lumpsum	-	20	-	-	-	-	-	20	1,120	-	22	-	-	-	-	-	22
Rehabilitation of the ice plant	Number	-	1	-	-	-	-	-	1	50,000	-	50	-	-	-	-	-	50
Solar fish drier	drier	-	18.954	18.954	-	-	-	-	37.908	1,120	-	21	21	-	-	-	-	43
<b>Total</b>											-	1,679	21	-	-	-	-	1,700



## Detailed Table 3.1: Institutional Strengthening and Policy Support

South Sudan

Sustainable Agricultural Development Project (SADEP)

Table 3.1. Institutional Strengthening and Policy Support

### Detailed Costs

(US\$)

	Unit	Quantities							Unit Cost	Totals Including Contingencies ('000)								
		2025	2026	2027	2028	2029	2030	2031		Total	2025	2026	2027	2028	2029	2030	2031	Total
<b>I. Investment Costs</b>																		
<b>A. Capacity building activities</b>																		
Logistical Support to the State and County Extension Agents /a	Number	-	55	-	-	-	-	-	55	1,200	-	71	-	-	-	-	-	71
Capacity Strengthening in Project Financial Management at National, State and Coun	Session	-	1	1	1	1	1	1	6	25,000	-	27	28	28	29	30	31	174
Capacity Strengthening in Project Procurement processes at National, State and Cou	Session	-	1	1	1	1	1	1	6	20,000	-	22	22	23	23	24	25	139
Capacity Strengthening in Project M&E and KM at National, State and County Levels	Session	-	1	1	1	1	1	1	6	25,000	-	27	28	28	29	30	31	174
Capacity Strengthening of Government staff @ National, State and County Levels in	Workshops	2	3	3	2	-	-	-	10	2,500	5	8	8	6	-	-	-	27
Capacity Strengthening in Project Management at National, State and County Levels	Session	-	1	1	1	-	-	-	3	25,000	-	27	28	28	-	-	-	83
Capacity strengthening for Nutrition at National, State, and county levels	Workshop	3	3	3	3	-	-	-	12	3,000	10	10	10	10	-	-	-	40
<b>Subtotal</b>											15	192	124	124	82	84	87	708
<b>B. Policy Support</b>																		
Support community participation in validation of Fisheries and Aquaculture Legal Fran	Workshop	-	2	2	2	-	-	-	6	20,000	-	43	44	46	-	-	-	133
Completion of pending draft seed policies/laws /e	Lumpsum	-	1	1	1	1	1	-	5	50,000	-	54	55	57	59	60	-	285
Review and alignment of climate change adaptation-related national policies to improv	Lumpsum	-	1	1	1	1	1	-	5	20,000	-	22	22	23	23	24	-	114
<b>Subtotal</b>											-	119	122	125	82	84	-	533
<b>Total Investment Costs</b>											15	311	245	249	164	169	87	1,241
<b>II. Recurrent Costs</b>																		
<b>A. Operating Costs</b>																		
Motorcycle O&M	Per Year	-	55	55	55	55	55	55	330	120	-	7	7	8	8	8	8	46
Internet Connectivity /f	Per Year	7	7	7	7	7	7	7	49	5,000	37	38	39	40	41	42	43	280
<b>Total Recurrent Costs</b>											37	45	46	47	49	50	52	326
<b>Total</b>											52	356	291	297	213	219	138	1,567

## Detailed Table 3.1.1: Institutional Strengthening and Policy Support – AfDB

South Sudan

Sustainable Agricultural Development Project (SADEP)

Table 3.3. Institutional Strengthening and Policy Support - AfDB

### Detailed Costs

(US\$)

	Unit	Quantities							Unit Cost	Totals Including Contingencies ('000)								
		2025	2026	2027	2028	2029	2030	2031		Total	2025	2026	2027	2028	2029	2030	2031	Total
<b>I. Investment Costs</b>																		
<b>A. Enhancing training institute infrastructures and equipment</b>																		
Rehabilitation of training space at University of John Garang (UJG)	Lumpsum	-	1	-	-	-	-	-	1	250,000	-	250	-	-	-	-	-	250
Provision of laboratory/ training equipment and tools - UJG	Lumpsum	-	1	-	-	-	-	-	1	700,000	-	700	-	-	-	-	-	700
<b>Subtotal</b>											-	950	-	-	-	-	-	950
<b>B. Delivering quality technical training in agricultural and fisheries education and skills development</b>																		
Capacity building of 15 faculty staff and 30 technicians in priority areas in agriculture/fisheries	Lumpsum	-	1	-	-	-	-	-	1	350,000	-	350	-	-	-	-	-	350
Textbook/journals	Lumpsum	-	1	-	-	-	-	-	1	50,000	-	50	-	-	-	-	-	50
Scholarships for 50 female students (tuition and stipend)	Number	-	10	10	10	10	10	-	50	5,000	-	50	50	50	50	50	-	250
Support internship/field attachment for 200 trainees.	Number	-	50	50	50	50	-	-	200	500	-	25	25	25	25	-	-	100
<b>Subtotal</b>											-	475	75	75	75	50	-	750
<b>C. Support to non-formal training and capacity development</b>																		
Refresher training of 150 field extension officers /a	Number	-	50	50	50	-	-	-	150	940	-	47	47	47	-	-	-	141
Training of 200 Producer Organizations along crop (160) and fish (40) value chains /b	Number	-	50	50	50	50	-	-	200	1,920	-	96	96	96	96	-	-	384
<b>Subtotal</b>											-	143	143	143	96	-	-	525
<b>D. Capacity development for policy analysis, formulation and implementation</b>																		
Development of sorghum, rice and fish value chain strategies	Study	-	1	1	1	-	-	-	3	25,000	-	25	25	25	-	-	-	75
<b>Total</b>											-	1,593	243	243	171	50	-	2,300

<sup>a</sup> (crop and fisheries and cooperatives/Refresher training in crop and Fisheries value chains including training on climate-smart production procedures

<sup>b</sup> including training on post harvest management, group management, group dynamics, marketing and aggregation and stove making

## Detailed Table 3.2: Project Coordination and Management

South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Table 3.2. Project Coordination and Management

### Detailed Costs

(US\$)

	Unit	Quantities							Unit Cost	Totals Including Contingencies ('000)								
		2025	2026	2027	2028	2029	2030	2031		Total	2025	2026	2027	2028	2029	2030	2031	Total
<b>I. Investment Costs</b>																		
<b>A. Office Equipment</b>																		
Desktop Computer	Number	13	-	-	-	-	-	-	13	1,000	14	-	-	-	-	-	-	14
Printer	Number	9	-	-	-	-	-	-	9	400	4	-	-	-	-	-	-	4
Accounting software	Package	1	-	-	-	-	-	-	1	10,000	11	-	-	-	-	-	-	11
Office furniture	Set	13	-	-	-	-	-	-	13	500	7	-	-	-	-	-	-	7
<b>Subtotal</b>											35	-	-	-	-	-	-	35
<b>B. Vehicle</b>																		
1. Double Cabin Vehicle	Number	1	-	-	-	-	-	-	1	35,000	37	-	-	-	-	-	-	37
<b>C. Knowledge management and communication</b>																		
Development of a Knowledge Management and Communication Strategy	Lumpsum	1	-	-	-	-	-	-	1	40,000	43	-	-	-	-	-	-	43
Development of a Programme Knowledge Management Portal	Lumpsum	1	-	-	-	-	-	-	1	50,000	53	-	-	-	-	-	-	53
Maintenance of the Knowledge Management Portal	Per Year	1	1	1	1	1	1	1	7	20,000	21	22	22	23	23	24	25	160
Sensitisation and awareness campaigns	Workshop	1	1	1	1	1	1	1	7	20,000	21	22	22	23	23	24	25	160
Production and Printing of Knowledge Products and Communications materials	Per Year	1	1	1	1	1	1	1	7	30,000	32	32	33	34	35	36	37	240
Organise Exchange and learning visits	Training	1	1	1	1	1	1	1	7	10,000	11	11	11	11	12	12	12	80
Participation in programme Quarterly implementation Review workshops &SSTC	Workshop	1	1	1	1	1	1	1	7	40,000	43	43	44	46	47	48	50	320
Development of case studies	Study	-	-	1	1	1	1	1	5	15,000	-	-	17	17	18	18	19	88
<b>Subtotal</b>											224	130	150	154	158	163	167	1,145
<b>D. Monitoring &amp; Evaluation</b>																		
TA for M&E during implementation	Per Year	1	1	1	1	1	1	1	7	25,000	27	27	28	28	29	30	31	200
Development of M&E plan and data collection and reporting tools	Number	1	-	-	-	-	-	-	1	40,000	43	-	-	-	-	-	-	43
Provision of solar powered radios for use in field data collection by Payam Extensic	Number	27	-	-	-	-	-	-	27	1,500	43	-	-	-	-	-	-	43
Development of project MIS including related infrastructure, accessories and train	Lumpsum	1	-	-	-	-	-	-	1	50,000	53	-	-	-	-	-	-	53
Maintenance of the MIS and servers	Per Year	1	1	1	1	1	1	1	7	15,000	16	16	17	17	18	18	19	120
COI Surveys (Baseline, Midline, Endline)	Study	1	-	-	1	-	-	1	3	50,000	53	-	-	57	-	-	-	172
Specific thematic Surveys	Survey	-	-	-	1	1	1	1	4	20,000	-	-	-	23	23	24	25	95
Development and Implementation of the Resilience Design Monitoring Tool (RDMT	Tool	1	-	-	1	-	-	1	3	30,000	32	-	-	34	-	-	-	103
Periodic Monitoring and Supervision and field data collection	Survey	1	1	1	1	1	1	1	7	81,000	86	88	90	92	95	98	100	649
Community level participatory planning workshops	Workshop	1	1	1	1	1	1	1	7	27,000	29	29	30	31	32	33	33	216
<b>Subtotal</b>											382	160	164	283	197	202	307	1,696
<b>E. Thirdparty Implementation Agency/Oversight &amp; Monitoring</b>																		
<b>1. Fixet Assets</b>																		
Computers, printers and UPSs	Unit	1	-	-	1	-	-	-	2	5,000	5	-	-	5	-	-	-	10
Office Furnishings	Unit	1	-	-	1	-	-	-	2	10,000	10	-	-	10	-	-	-	20
Vehicles	Unit	2	-	-	-	-	-	-	2	30,000	60	-	-	-	-	-	-	60
Motor Vehicles	Unit	2	-	-	-	-	-	-	2	2,000	4	-	-	-	-	-	-	4
<b>Subtotal</b>											79	-	-	15	-	-	-	94
<b>2. General Consultancies</b>																		
Planning & Traning Workshops (Central)	Workshop	1	1	1	1	1	1	1	7	5,000	5	5	5	5	5	5	5	35
Baseline	Study	1	-	-	-	-	-	-	1	50,000	50	-	-	-	-	-	-	50
Programme Evaluations	Study	-	-	-	-	-	-	1	1	50,000	-	-	-	-	-	-	50	50
Impact Evaluations	Study	-	-	-	-	-	-	1	1	100,000	-	-	-	-	-	-	100	100
<b>Subtotal</b>											55	5	5	5	5	5	155	235
<b>Subtotal</b>											134	5	5	20	5	5	155	329
<b>Total Investment Costs</b>											812	295	318	456	360	370	630	3,242

## Continued

South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Table 3.2. Project Coordination and Management

### Detailed Costs

(US\$)

	Unit	Quantities							Unit Cost	Totals Including Contingencies ('000)								
		2025	2026	2027	2028	2029	2030	2031		Total	2025	2026	2027	2028	2029	2030	2031	Total
<b>II. Recurrent Costs</b>																		
<b>A. Salaries and Allowances</b>																		
Project Coordinator /a	Per Month	12	12	12	12	12	12	12	84	1,750	21	21	22	23	23	24	25	159
Monitoring, Evaluation and Knowledge Management Officer	Per Month	12	12	12	12	12	12	12	84	2,500	30	31	31	32	33	34	35	227
Financial Management Officer /b	Per Month	12	12	12	12	12	12	12	84	1,250	15	15	16	16	17	17	18	114
Procurement Management Officer /c	Per Month	12	12	12	12	12	12	12	84	1,250	15	15	16	16	17	17	18	114
Driver /d	Per Month	12	12	12	12	12	12	12	84	300	4	4	4	4	4	4	4	27
State Focal Persons (3)	Per Month	36	36	36	36	36	36	36	252	1,000	36	37	38	39	40	41	42	273
County Focal Persons (4)	Per Month	48	48	48	48	48	48	48	336	1,000	48	49	50	52	53	55	56	363
Fisheries Specialist	Per Month	6	12	12	12	12	12	6	72	2,500	15	31	31	32	33	34	18	194
Nutrition Technical specialist	Per Month	12	12	12	12	12	12	12	84	2,500	30	31	31	32	33	34	35	227
<b>Subtotal</b>											215	234	239	246	253	260	250	1,698
<b>B. Operational Costs</b>																		
Vehicle O&M	Per Year	1	1	1	1	1	1	1	7	700	1	1	1	1	1	1	1	6
Internet Connectivity	Per Year	1	1	1	1	1	1	1	7	5,000	5	5	6	6	6	6	6	40
General operating expenses for PCU	Per Year	1	1	1	1	1	1	1	7	1,000	1	1	1	1	1	1	1	8
Field per diem	Per Year	1	1	1	1	1	1	1	7	3,500	4	4	4	4	4	4	4	28
<b>Subtotal</b>											11	11	11	12	12	12	13	82
<b>C. Thirdparty Implementation Agency/Oversight &amp; Monitoring</b>																		
<b>1. Personnel</b>																		
Project Director	Per Month	12	12	12	12	12	12	12	84	5,000	64	65	66	68	70	72	74	481
Finance and Admin Manager	Per Month	12	12	12	12	12	12	12	84	3,000	38	39	40	41	42	43	45	288
Admin, Procurements and Logistics Officer	Per Month	12	12	12	12	12	12	12	84	2,000	26	26	27	27	28	29	30	192
Drivers	Per Month	12	12	12	12	12	12	12	84	500	6	6	7	7	7	7	7	48
Village (Payam) Agents Recruited (Part-time)	Per Month	30	30	30	30	15	15	15	165	1,200	38	39	40	41	21	22	22	223
<b>Subtotal</b>											173	175	179	185	169	174	179	1,233
<b>2. Travel and Transport</b>																		
Vehicle Operation Costs	Per Year	0.5	1	1	1	1	1	0.75	6.25	1,000	1	1	1	1	1	1	1	7
Motor-cycle Operation Costs	Per Year	0.5	1	1	1	1	1	0.75	6.25	500	0	1	1	1	1	1	0	4
<b>Subtotal</b>											1	2	2	2	2	2	1	11
<b>3. Office Operating Costs</b>																		
Office Stationery	Per Year	0.5	1	1	1	1	1	0.5	6	500	0	1	1	1	1	1	0	3
Office Rent	Per Year	0.5	1	1	1	1	1	0.5	6	12,000	6	13	13	14	14	14	7	82
Water and Electricity	Per Year	0.5	1	1	1	1	1	0.5	6	1,500	1	2	2	2	2	2	1	10
Communications	Per Year	0.5	1	1	1	1	1	0.5	6	10,000	5	11	11	11	12	12	6	69
<b>Subtotal</b>											13	26	27	27	28	29	15	165
<b>Subtotal</b>											186	203	208	214	199	204	195	1,408
<b>Total Recurrent Costs</b>											412	448	458	471	464	477	458	3,188
<b>Total</b>											1,225	743	777	928	824	847	1,087	6,431

\a This is 50% covered under SADEP, and 50% will be covered from Other IFAD Ongoing Projects in South Sudan

\b This is 50% covered under SADEP, and 50% will be covered from Other IFAD Ongoing Projects in South Sudan

\c This is 50% covered under SADEP, and 50% will be covered from Other IFAD Ongoing Projects in South Sudan

\d This is 50% covered under SADEP, and 50% will be covered from Other IFAD Ongoing Projects in South Sudan



## Detailed Table 3.2: Project Coordination and Management - AfDB funded

South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Table 3.22. Project Coordination and Management - AFDB

### Detailed Costs

(US\$)

	Unit	Quantities							Unit Cost	Totals Including Contingencies ('000)								
		2025	2026	2027	2028	2029	2030	2031		Total	2025	2026	2027	2028	2029	2030	2031	Total
<b>I. Investment Costs</b>																		
<b>A. Monitoring and Evaluation - Studies and evaluation missions</b>																		
Socio-economic and biophysical baseline study	study	1	-	-	-	-	-	-	1	28,000	28	-	-	-	-	-	-	28
Endline completion (integrating institutional and individual capacity building, youth integration,	study	-	-	-	-	-	-	1	1	28,000	-	-	-	-	-	28	-	28
<b>Subtotal</b>											28	-	-	-	-	28	-	56
<b>B. Follow-up, technical assistance and support in ME</b>																		
Development and updating of the M&E manual	consultancy	1	-	-	-	-	-	-	1	2,500	3	-	-	-	-	-	-	3
Design and maintenance of the database and the M&E software and database management /i	consultancy	0.994	-	-	-	-	-	-	0.994	2,000	2	-	-	-	-	-	-	2
GIS Software License Purchase & GIS Training	training	0.994	-	-	-	-	-	-	0.994	50,000	50	-	-	-	-	-	-	50
Purchase of tablets for data collection /b	tablet	24.85	-	-	-	-	-	-	24.85	60	1	-	-	-	-	-	-	1
Field Monitoring Mission /c	mission	8	8	8	8	8	8	-	48	1,000	8	8	8	8	8	8	-	48
State-level assessment and participatory planning workshops /d	workshop	-	4	4	4	4	-	-	16	4,500	-	18	18	18	18	-	-	72
National-level AWPB validation meetings	workshop	1	1	1	1	1	1	-	6	4,500	5	5	5	5	5	-	-	27
Capacity building and M&E training and use of software and tablets	workshop	1	-	-	-	-	-	-	1	9,300	9	-	-	-	-	-	-	9
<b>Subtotal</b>											78	31	31	31	31	13	-	213
<b>C. Knowledge management and communication</b>																		
Development of a knowledge management plan and a Project communication strategy	consultancy	1	-	-	-	-	-	-	1	28,000	28	-	-	-	-	-	-	28
Exchange visits between producers/learning routes	visit	-	-	-	1	-	-	-	1	80,000	-	-	-	80	-	-	-	80
Production and distribution of multi-media success stories on various themes	lump sum	-	-	1	-	1	-	-	2	14,000	-	-	14	-	14	-	-	28
Development of sustainability strategy	consultancy	0.994	-	-	-	-	-	-	0.994	14,000	14	-	-	-	-	-	-	14
Co-organization of the Knowledge Fair	fair	-	-	-	1	-	-	-	1	33,000	-	-	-	33	-	-	-	33
Occasional thematic studies	study	0.994	0.994	0.994	0.994	0.994	0.994	-	5.964	14,000	14	14	14	14	14	14	-	84
Production, multiplication and dissemination of communication and visibility tools/articles (incl	lump sum	0.994	-	-	-	-	-	-	0.994	30,000	30	-	-	-	-	-	-	30
Design and update of the website, Facebook page, etc.	consultancy	0.994	-	-	-	-	-	-	0.994	4,500	4	-	-	-	-	-	-	4
Publication of press articles in newspapers and on various platforms	lump sum	0.994	0.994	0.994	0.994	0.994	0.994	-	5.964	4,000	4	4	4	4	4	4	-	24
Broadcast of reports and broadcasts on TV and radio	lump sum	0.994	0.994	0.994	0.994	0.994	0.994	-	5.964	6,000	6	6	6	6	6	6	-	36
<b>Subtotal</b>											101	24	38	138	38	24	-	363
<b>Total Investment Costs</b>											207	55	69	168	69	65	-	632
<b>II. Recurrent Costs</b>																		
<b>A. National Program Management Unit (third party implementing entity)</b>																		
M&E specialist/safeguards	month	6	12	12	12	12	6	-	60	14,378	86	173	173	173	173	86	-	863
B. Communication and knowledge management (NPP)	month	6	6	6	6	6	6	-	36	4,528	27	27	27	27	27	27	-	163
<b>C. SPCU</b>																		
M&E officer - cost shared	month	6	12	12	12	12	6	-	60	2,264	14	27	27	27	27	14	-	136
<b>Total Recurrent Costs</b>											127	227	227	227	227	127	-	1,162
<b>Total</b>											334	282	296	395	296	192	-	1,794

<sup>a</sup> KoboToolBox is free for up to 5 GB and 10,000 data submissions per month

<sup>b</sup> 5 tablets per state for PIU technical experts and M&E officer/assistant

<sup>c</sup> Follow-up mission including PIU participation at state-level, 2 times per year in each state (4 states targeted)

<sup>d</sup> 1 day training workshop per state (1/2 day planning for the AWPB; 1/2 day participatory with beneficiaries - 50)





## South Sudan

---

### **Sustainable Agricultural Development Project Project Design Report**

#### **Annex 4: Economic and Financial Analysis**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department



**South Sudan**

**Sustainable Agricultural Development Project (SAD)**

Design Financial and Economic Analysis

**Table of content**

---

**Table 1**

Table 2

Table 3

Table 4

Table 5

Table 6

Table 7

Table 8

Table 9

Table 10

Table 11

Table 12

Table 13

Table 14

Table 15

Table 16

Table 17

Table 18

IEP)

**Link**

---

[Table of Content'!T1](#)

[Overall Summary rvd'!T2](#)

[Financial Analys Profitability '!T3](#)

[Aggregation of Benefits'!T4](#)

[Household Phasing'!T5](#)

[Conversion Factors'!T6](#)

[Sensitivity Matrix'!T7](#)

[Sensitivity Analysis'!T8](#)

[Revised Logframe'!T9](#)

[Econ Costs'!T10](#)

[Fishing with motor'!T11](#)

[Fish Value Addition - Drying'!T12](#)

[Ice Making Plant'!T13](#)

[Sorghum Model'!T14](#)

[Sesame Model'!T15](#)

[Groundnut Model'!T16](#)

[Feeder Roads Rehab'!T17](#)

[Costs by Comp'!T18](#)

South Sudan

**Sustainable Agricultural Development Project (SADEP)**

**Components by Financiers**

(US\$ '000)

	IFAD 12	
	Amount	%
<b>A. EnhancedClimate-Adaptive Production, Productivity and Availability of Nutritious Food.</b>		
Community-Led Planning and Prioritization	1 017	80
Sustainable and Climate-Smart Nutrition-Sensitive Production Systems	3 347	49
<b>Subtotal</b>	<b>4 364</b>	<b>54</b>
<b>B. Enhanced Community Infrastructure and Post-Harvest Management capacity</b>		
Community-Led and Resilient Rural Infrastructure	2 179	20
Capacity Building and Inclusive Post-Harvest Technologies and Practices	706	15
<b>Subtotal</b>	<b>2 884</b>	<b>18</b>
<b>C. Institutional and Policy Strengthening, Project Coordination and Management</b>		
Institutional Strengthening and Policy Support	650	46
Project Coordination and Management	1 902	32
<b>Subtotal</b>	<b>2 552</b>	<b>34</b>
<b>D. RED (Lumpsum to be allocated incase of emergency) 5%</b>	-	-
<b>Total PROJECT COSTS</b>	<b>9 800</b>	<b>31</b>

**AfDB Funded Activities**

**A. EnhancedClimate-Adaptive Production, Productivity and Availability of Nutritious Food.**

Community-Led Planning and Prioritization

Sustainable and Climate-Smart Nutrition-Sensitive Production Systems

**Subtotal**

**B. Enhanced Community Infrastructure and Post-Harvest Management capacity**

Community-Led and Resilient Rural Infrastructure

**Subtotal**

**C. Institutional and Policy Strengthening, Project Coordination and Management**

Project Coordination and Management

**Subtotal**

**Total AfDB PROJECT COSTS**


SADEP Design - Economic and Financial Analysis 13062024.xlsx

Financing Gap		GEF/LDCF		Ben. Contribution		GoSS		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes	AfDB P Amount
Amount	%	Amount	%	Amount	%	Amount	%	Amount	%				
233	18	-	-	-	-	15	1	1 264	4	126	1 138	-	
3 338	49	-	-	-	-	123	2	6 807	22	675	6 073	59	
3 570	44	-	-	-	-	137	2	8 072	26	801	7 211	59	
-	-	6 607	60	1 600	15	590	5	10 975	35	1 093	9 838	44	
2 478	51	1 241	26	-	-	393	8	4 818	15	465	4 184	170	
2 478	16	7 848	50	1 600	10	983	6	15 793	51	1 558	14 022	214	
759	54	-	-	-	-	7	1	1 415	5	141	1 268	7	
2 993	50	1 084	18	-	-	40	1	6 020	19	601	5 406	13	
3 752	51	1 084	15	-	-	47	1	7 435	24	742	6 674	20	
-	-	-	-	-	-	-	-	-	-	-	-	-	-
9 800	31	8 932	29	1 600	5	1 167	4	31 300	100	3 101	27 906	293	
													7 745
													2 582
													10 327
													7 883
													7 883
													1 790
													1 790
													20 000

Parallel  
%

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

75  
25  
52

100  
39

100  
9  
100



South Sudan

Sustainable Agricultural Development Project (SADEP)

Economic and Financial Analyst (EFA)

Overall Project Summary

A) Financial analysis		
Project Year	Sorghum model	Sesame model
PY1	(10 420)	(23 980)
PY2	(1 780)	(27 760)
PY3	8 360	(17 900)
PY4	21 500	41 040
PY5	20 000	39 540
PY6	21 500	41 040
PY7	20 000	39 540
PY8	21 500	41 040
PY9	20 000	39 540
PY10	21 500	41 040
PY11	20 000	39 540
PY12	21 500	41 040
PY13	20 000	39 540
PY14	21 500	41 040
PY15	20 000	39 540
PY16	21 500	41 040
PY17	20 000	39 540
PY18	21 500	41 040
PY19	20 000	39 540
PY20	21 500	41 040
IRR	77%	39%
NPV (SSP) @6%	178 560	292 489
B/C Ratio	2.23	2.16
Return to Family Labour (SSP)	1 188.3	1 660.2

6%

B)	
PROGRAMME COSTS AND INDICATORS FOR LOGFRAME	
TOTAL PROGRAMME COSTS (in million USD )	
Number of household members	112 200
Cost per individual	279
Number of household	18 700
Cost per household	1 674
Number of women receiving project support - 50%	9 350
Number of women receiving project support - 50%	9 350

<b>Components and Cost (USD million)</b>	
A. Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food.	8.0
B. Enhanced Community Infrastructure and Post-Harvest Management capacity	15.6
C. Institutional and Policy Strengthening, Project Coordination and Management	7.7
<b>Total</b>	<b>31.3</b>

<b>MAIN ASSUMPTIONS &amp; SHADOW PRICES</b>			
---	--	--	--

<b>FINANCIAL</b>	<b>Model</b>	<b>Unit of measure</b>	<b>Yields (An</b>
			<b>WOP</b>
	Sorghum model	Kg	900
	Sesame model	Kg	550
	Groundnut models	Kg	700
	Groundnut processing	Kg	N/A
	Fish Model	Kg	10 000
	Fish Value Addition model	Kg	4 224
	Ice making model	Kg	-

<b>Economic</b>	<b>Conversion Factor - Goods</b>	0.91	Discount rate for Fin
	<b>Labour Conversion Factor</b>	0.88	Discount rate for Ecc
	<b>Unemployment Rate</b>	12.00%	VAT rate on imports

Farm models' net incremental benefits (in SSP)				
Groundnut models	Fish Model	Fish Value Addition model	Ice making model	Groundnut processing
(13 760)	(350 000)	(113 365)	(4 446 000)	(176 533)
17 950	108 000	83 698	4 854 000	56 230
48 660	252 000	93 710	6 954 000	56 230
94 440	348 000	93 710	7 654 000	56 230
92 940	549 600	93 710	7 654 000	56 230
94 440	549 600	93 710	7 654 000	56 230
92 940	549 600	93 710	7 654 000	56 230
94 440	549 600	93 710	7 654 000	56 230
92 940	549 600	93 710	7 654 000	56 230
94 440	549 600	93 710	7 654 000	56 230
92 940	549 600	93 710	7 654 000	56 230
94 440	549 600	93 710	7 654 000	56 230
92 940	549 600	93 710	7 654 000	56 230
94 440	549 600	93 710	7 654 000	56 230
92 940	549 600	93 710	7 654 000	56 230
94 440	549 600	93 710	7 654 000	56 230
92 940	549 600	93 710	7 654 000	56 230
94 440	549 600	93 710	7 654 000	56 230
92 940	549 600	93 710	7 654 000	56 230
94 440	495 600	93 710	7 654 000	56 230
229%	74%	79%	132%	32%
868 452	4 635 773	870 578	73 295 959	425 366
2.97	3.18	1.21	3.57	1.14
2 162.3	6 563.3	4 101.9	N/A	2 274.3

<b>People</b>
<b>US\$/Person</b>
<b>HHs</b>
<b>US\$/HHs</b>
HHs
HHs

US\$ million
US\$ million
US\$ million
US\$ million

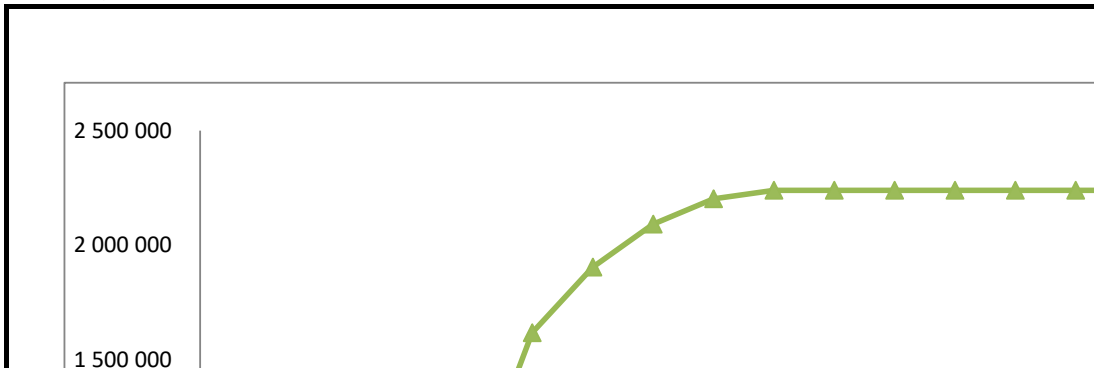
annually) Kg	
WP	Price (SSP)
1 200	100
900	200
1 200	150
2 040	400
15 000	70
4 950	200
490 000	20
Financial Analysis	6.0%
Economic Analysis	12.0%
	0.18

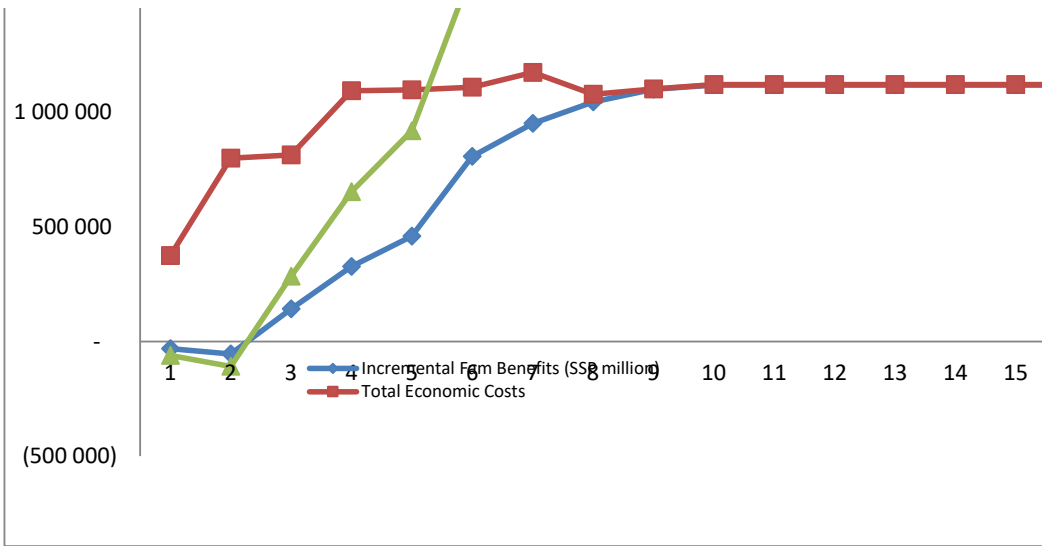
## Overall Summary

### D. OVERALL ECONOMIC ANALYSIS (SSP'000)

Project year	Incr. Economic Benefits			Incremental Fam Benefits (SSP million)
	Benefits from Farm and Fishing Models	Road Infrastructure benefits	Ice Making Facilities	
PY1	(30 506)	-		(30 506)
PY2	(54 332)	-		(54 332)
PY3	28 439	114 109	-	142 548
PY4	162 507	168 271	(3 827)	326 952
PY5	343 179	116 486	292	459 957
PY6	504 249	302 058	2 236	808 543
PY7	646 735	302 058	3 351	952 144
PY8	737 641	302 058	5 981	1 045 679
PY9	792 303	302 058	6 552	1 100 913
PY10	810 922	302 058	6 695	1 119 674
PY11	810 922	302 058	6 695	1 119 674
PY12	810 922	302 058	6 695	1 119 674
PY13	810 922	302 058	6 695	1 119 674
PY14	810 922	302 058	6 695	1 119 674
PY15	810 922	302 058	6 695	1 119 674
PY16	810 922	302 058	6 695	1 119 674
PY17	810 922	302 058	6 695	1 119 674
PY18	810 922	302 058	6 695	1 119 674
PY19	810 922	302 058	6 695	1 119 674
PY20	810 922	302 058	6 695	1 119 674
<a href="#">NPV@ 12% (SSP'000)</a>				
<a href="#">NPV@ 12% (US\$ '000)</a>				
EIRR				
			<b>NPV/b</b>	<b>4 556 794</b>

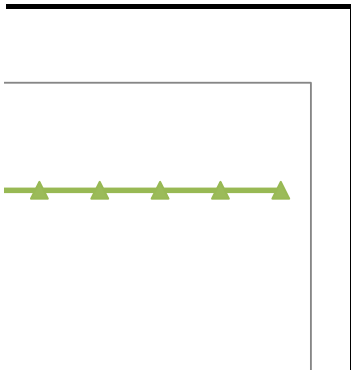
### E). Cash flow

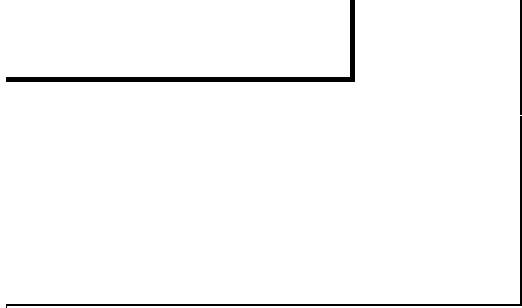
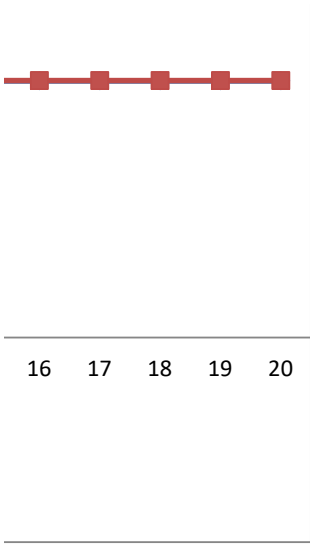




Economic Project Costs (SSP'000)		Cash-flow
Project Costs	Total Economic Costs	
405 183	405 183	(435 689)
854 604	854 604	(908 936)
671 584	671 584	(529 037)
768 289	768 289	(441 337)
638 390	638 390	(178 434)
300 931	300 931	507 611
222 676	222 676	729 467
33 401	33 401	1 012 278
1 670	1 670	1 099 243
1 670	1 670	1 118 004
1 670	1 670	1 118 004
1 670	1 670	1 118 004
1 670	1 670	1 118 004
1 670	1 670	1 118 004
1 670	1 670	1 118 004
1 670	1 670	1 118 004
1 670	1 670	1 118 004
1 670	1 670	1 118 004
1 670	1 670	1 118 004
1 670	1 670	1 118 004
1 670	1 670	1 118 004
1 670	1 670	1 118 004
1 670	1 670	1 118 004
		1 914 359
		14 725.8
		22%
<b>NPV/c</b>	<b>2 642 435</b>	<b>1.7</b>

12.0%











**South Sudan**  
**Sustainable Agricultural Development Project (SADEP)**

<b>Financial analysis of crops</b>			
<b>Model</b>	<b>Average Yield WoP, kg/Ha</b>	<b>Average Yield, WP,kg/Ha</b>	<b>Production &amp; investment cost, including labour (year 1) SSP/Ha</b>
Sorghum model	900	1 200	70 840
Sesame model	550	900	81 640
Groundnut model	700	1 200	79 120
Groundnut processing model	-	2 040	588 470
Fishing model	10 000	15 000	497 000
Fish Value Addition model	4 224	4 950	522 814
Ice Making Facility	-	490 000	9 166 000

<b>Financial profitability</b>	
<b>Model</b>	<b>Net Present Value SSP/Ha</b>
Sorghum model	178 560
Sesame model	292 489
Groundnut model	868 452
Groundnut processing	425 366
Fishing model	4 635 773
Fish Value Addition mode	870 578
Ice Making Facility	73 295 959

<b>2024 Prices)</b>				
<b>Production &amp; investment cost, before labour (average) SSP/Ha</b>	<b>Average Production &amp; investment cost, including labour SSP/Ha</b>	<b>Average Revenue per year SSP/Ha</b>	<b>Average Incremental income SSP/Ha</b>	<b>Yield increase %</b>
30 537	88 837	198 900	17 483	33%
67 758	126 058	275 200	30 802	64%
38 856	97 156	292 613	82 317	71%
643 018	655 018	711 609	44 592	100%
244 930	292 930	985 810	454 880	50%
610 790	634 946	772 992	82 855	17%
1 906 000	2 326 000	9 380 000	6 874 000	Num
<b>Average increase in yield</b>				<b>56%</b>

**Key indicators(2024 prices)**

<b>IRR</b>	<b>B/C Ratio</b>	<b>Return to family labour (SSP/day)</b>
77%	2.2	1 188
39%	2.2	1 660
229%	3.0	2 162
32%	1.1	2 274
74%	3.2	6 563
79%	1.2	4 102
132%	3.6	-

**South Sudan**  
**Sustainable Agricultural Development Project (SADEP)**  
Design Financial and Economic Analysis

Model			
	WOP Project	WP -Full Develop	Incremental
Sorghum model	84 814	104 949	20 135
Sesame model	118 340	159 380	41 040
Groundnut model	103 447	189 684	86 237
Groundnut processing	-	50 958	50 958
Intercropping	106 476	155 720	49 244
Fishing model	216 947	715 022	498 075
Fish Value Addition model	55 190	148 900	93 710
<b>Off-farm &amp; Infrastructures</b>			
Ice Making (Econ)	180 000	6 874 959	6 694 959
Infrastructure gains	-	302 057 504	302 057 504
<b>Total</b>			839 399

Benefits Phasing by Year

<b>Phasing by year</b>		<b>Y1</b>	<b>Y2</b>
Number of Households		944	3 103
		Y1	Y2
<b>Sorghum model</b>	% Investment	25%	236 776
	Adoption Rate	20%	35%
	<b>Average Incremental Benefits</b>	<b>(865 003)</b>	<b>(3 035 950)</b>
		Y1	Y2
<b>Sesame model</b>	% Investment	20%	189 621
	Adoption Rate	20%	35%
	<b>Average Incremental Benefits</b>	<b>(1 811 670)</b>	<b>(9 622 992)</b>
		Y1	Y2
<b>Groundnuts model</b>	% Investment	10%	94 310
	Adoption Rate	20%	35%
	<b>Average Incremental Benefits</b>	<b>(460 340)</b>	<b>(408 089)</b>
		Y1	Y2
<b>Groundnuts Processing</b>	% Investment	5%	47 155
	Adoption Rate	20%	35%
	<b>Average Incremental Benefits</b>	<b>(1 510 819)</b>	<b>(4 122 111)</b>
		Y1	Y2
<b>Farm model - Intercrop</b>	% Investment	10%	94 310
	Adoption Rate	20%	35%
	<b>Average Incremental Benefits</b>	<b>(2 064 546)</b>	<b>(6 966 898)</b>
		Y1	Y2

		Y1	Y2
<b>Fishing model</b>	% Investment	15%	465
	Adoption Rate		20%
	<b>Average Incremental Benefits</b>	<b>(17 972 444)</b>	<b>(24 674 486)</b>

		Y1	Y2
<b>Fish Value Addition</b>	% Investment	15%	465
	Adoption Rate		20%
	<b>Average Incremental Benefits</b>	<b>(5 821 264)</b>	<b>(5 501 561)</b>
<b>Total Incremental Benefits</b>		<b>(30 506 087)</b>	<b>(54 332 087)</b>

**Gross Margin benefits**

% Investment	% Increase (SSP)	E-NPV	E-RR	B/CR
25%	2%	95524	81%	2.3
20%	5%	138 581	40%	2.2
10%	10%	468 049	236%	3.0
5%	6%	192 291	32%	1.2
10%	6%	170 671	41%	2.3
15%	59%	2 365 316	74%	3.0
15%	11%	889 296	139%	1.3
100%				
	798%	38 386 399	137%	3.0
	35985%	1 421 608 543	Num	8.3
	100%			

Y3	Y4	Y5	Y6	Y7	Y8
2 722	2 093	1 345	1 012	-	
Y3	Y4	Y5	Y6	Y7	Y8
681	523	336	253	-	
45%	50%	55%	60%	60%	
<b>(1 404 079)</b>	<b>7 948 671</b>	<b>23 809 871</b>	<b>38 052 213</b>	<b>51 291 931</b>	<b>60 320 316</b>

Y3	Y4	Y5	Y6	Y7	Y8
544	419	269	202	-	
45%	50%	55%	60%	60%	
<b>(20 324 499)</b>	<b>(16 842 013)</b>	<b>14 197 993</b>	<b>44 724 635</b>	<b>72 460 438</b>	<b>92 662 937</b>

Y3	Y4	Y5	Y6	Y7	Y8
272	209	134	101	-	
45%	50%	55%	60%	60%	
<b>6 096 669</b>	<b>22 775 057</b>	<b>48 307 134</b>	<b>71 709 940</b>	<b>91 939 799</b>	<b>105 263 515</b>

Y3	Y4	Y5	Y6	Y7	Y8
136	105	67	51	-	
45%	50%	55%	60%	60%	
<b>(505 055)</b>	<b>3 839 349</b>	<b>8 113 237</b>	<b>11 239 870</b>	<b>15 113 652</b>	<b>16 156 386</b>

Y3	Y4	Y5	Y6	Y7	Y8
272	209	134	101	-	
45%	50%	55%	60%	60%	
<b>(5 706 435)</b>	<b>1 766 392</b>	<b>16 887 576</b>	<b>30 412 484</b>	<b>43 662 668</b>	<b>51 562 800</b>

Y3	Y4	Y5	Y6	Y7	Y8
408	314	202	152	-	
45%	50%	55%	60%	60%	
<b>3 066 055</b>	<b>32 119 299</b>	<b>60 850 162</b>	<b>87 924 678</b>	<b>105 352 663</b>	<b>124 825 512</b>

Y3	Y4	Y5	Y6	Y7	Y8
408	314	202	152	-	
45%	50%	55%	60%	60%	
<b>47 216 691</b>	<b>110 900 684</b>	<b>171 012 884</b>	<b>220 185 055</b>	<b>266 914 341</b>	<b>286 849 176</b>

<b>28 439 347</b>	<b>162 507 439</b>	<b>343 178 856</b>	<b>504 248 874</b>	<b>646 735 492</b>	<b>737 640 644</b>
-------------------	--------------------	--------------------	--------------------	--------------------	--------------------



<b>Y9</b>	<b>Y10</b>	<b>Y11</b>	<b>Y12</b>	<b>Y13</b>	<b>Y14</b>
Y9	Y10	Y11	Y12	Y13	Y14
<b>65 576 830</b>	<b>66 887 561</b>	<b>66 887 561</b>	<b>66 887 561</b>	<b>66 887 561</b>	<b>#####</b>
Y9	Y10	Y11	Y12	Y13	Y14
<b>107 303 173</b>	<b>109 347 499</b>	<b>109 347 499</b>	<b>109 347 499</b>	<b>109 347 499</b>	<b>#####</b>
Y9	Y10	Y11	Y12	Y13	Y14
<b>113 003 028</b>	<b>115 085 365</b>	<b>115 085 365</b>	<b>115 085 365</b>	<b>115 085 365</b>	<b>#####</b>
Y9	Y10	Y11	Y12	Y13	Y14
<b>16 723 356</b>	<b>17 023 633</b>	<b>17 023 633</b>	<b>17 023 633</b>	<b>17 023 633</b>	<b>#####</b>
Y9	Y10	Y11	Y12	Y13	Y14
<b>56 639 378</b>	<b>57 709 675</b>	<b>57 709 675</b>	<b>57 709 675</b>	<b>57 709 675</b>	<b>#####</b>

---

Y9	Y10	Y11	Y12	Y13	Y14
<b>136 142 179</b>	<b>142 621 201</b>	<b>142 621 201</b>	<b>142 621 201</b>	<b>142 621 201</b>	<b>#####</b>

---

---

Y9	Y10	Y11	Y12	Y13	Y14
<b>296 915 461</b>	<b>302 246 743</b>	<b>302 246 743</b>	<b>302 246 743</b>	<b>302 246 743</b>	<b>#####</b>

---

---

<b>792 303 404</b>	<b>810 921 676</b>	<b>810 921 676</b>	<b>810 921 676</b>	<b>810 921 676</b>	<b>#####</b>
--------------------	--------------------	--------------------	--------------------	--------------------	--------------

---

---

<b>Y15</b>	<b>Y16</b>	<b>Y17</b>	<b>Y18</b>	<b>Y19</b>	<b>Y20</b>
------------	------------	------------	------------	------------	------------

---

Y15	Y16	Y17	Y18	Y19	Y20
-----	-----	-----	-----	-----	-----

---

---

<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>
--------------	--------------	--------------	--------------	--------------	--------------

---

Y15	Y16	Y17	Y18	Y19	Y20
-----	-----	-----	-----	-----	-----

---

---

<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>
--------------	--------------	--------------	--------------	--------------	--------------

---

Y15	Y16	Y17	Y18	Y19	Y20
-----	-----	-----	-----	-----	-----

---

---

<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>
--------------	--------------	--------------	--------------	--------------	--------------

---

Y15	Y16	Y17	Y18	Y19	Y20
-----	-----	-----	-----	-----	-----

---

---

<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>
--------------	--------------	--------------	--------------	--------------	--------------

---

Y15	Y16	Y17	Y18	Y19	Y20
-----	-----	-----	-----	-----	-----

---

---

<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>	<b>#####</b>
--------------	--------------	--------------	--------------	--------------	--------------

---

Y15 Y16 Y17 Y18 Y19 Y20

---

#####

---

Y15 Y16 Y17 Y18 Y19 Y20

---

#####

---

#####

---

**South Sudan**

**Sustainable Agricultural Development Project (SADEP)**

Design Financial and Economic Analysis

**Household Phasing Table**

<b>Household Phasing</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	
<b>No. of Beneficiaries Phased by Year</b>	<b>18 700</b>	<b>1 574</b>	<b>5 172</b>	<b>4 537</b>
<b>Cumulative Number of Households</b>	<b>1 574</b>	<b>6 746</b>	<b>11 283</b>	
<b>Adoption Rate</b>	<b>60%</b>			
<b>Beneficiary Aggregation</b>				
Beneficiaries in Y1	944	3 103	2 722	
Beneficiaries in Y2		944	3 103	
Beneficiaries in Y3			944	
Beneficiaries in Y4				
Beneficiaries in Y5				
Beneficiaries in Y6				
Beneficiaries in Y7				
Beneficiaries in Y8				
Beneficiaries in Y9				
<b>Total Beneficiaries</b>	<b>944</b>	<b>4 047</b>	<b>6 770</b>	

Y4	Y5	Y6	Y7	Y8	Total
3 489	2 241	1 687	-		
14 772	17 013	18 700			18 700
2 093	1 345	1 012			
2 722	2 093	1 345	1 012		
3 103	2 722	2 093	1 345	1 012	
944	3 103	2 722	2 093	1 345	1 012
	944	3 103	2 722	2 093	1 345
		944	3 103	2 722	2 093
			944	3 103	2 722
				944	3 103
					944
8 863	10 208	11 220	11 220	11 220	11 220

**South Sudan**

**Sustainable Agricultural Development Project (SADEP)**

Design Financial and Economic Analysis

**Table ..: Aggregation of Benefits with Financing Gap uncovered**

Model			
	WOP Project	WP -Full Develop	Incremental
Sorghum model	84 814	104 949	20 135
Sesame model	118 340	159 380	41 040
Groundnut model	103 447	189 684	86 237
Groundnut processing	-	50 958	50 958
Intercropping	106 476	155 720	49 244
Fishing model	216 947	715 022	498 075
Fish Value Addition model	55 190	148 900	93 710
<b>Off-farm &amp; Infrastructures</b>			
Ice Making (Econ)	180 000	6 874 959	6 694 959
Infrastructure gains	-	302 057 504	302 057 504
<b>Total</b>			839 399

**Benefits Phasing by Year**

<b>Phasing by year</b>		<b>Y1</b>	<b>Y2</b>
Number of Households		649	2 131
		Y1	Y2
<b>Sorghum model</b>	% Investment	25%	162 533
	Adoption Rate	20%	35%
	Average land size	2	
	Incremental Income - Y1	(18 319)	(594 167) (1 952 323)
	Incremental Income - Y2	(2 344)	(133 059)
	Incremental Income - Y3	16 244	
	Incremental Income - Y4	40 271	
	Incremental Income - Y5	37 552	
	Incremental Income - Y6	40 271	
	Incremental Income - Y7	37 552	
	Incremental Income - Y8	40 271	
	Incremental Income - Y9	37 552	
	Incremental Income - Y10	40 271	
<b>Average Incremental Benefits</b>		<b>(594 167)</b>	<b>(2 085 382)</b>
		Y1	Y2
<b>Sesame model</b>	% Investment	20%	130 426
	Adoption Rate	20%	35%
	Average land size	2	
	Incremental Income - Y1	(47 960)	(1 244 429) (4 088 962)
	Incremental Income - Y2	(55 520)	(2 521 033)
	Incremental Income - Y3	(35 800)	
	Incremental Income - Y4	82 080	

Incremental Income - Y5	79 080		
Incremental Income - Y6	82 080		
Incremental Income - Y7	79 080		
Incremental Income - Y8	82 080		
Incremental Income - Y9	79 080		
Incremental Income - Y10	82 080		
<b>Average Incremental Benefits</b>		<b>(1 244 429)</b>	<b>(6 609 995)</b>

		Y1	Y2	
<b>Groundnuts model</b>	% Investment	10%	65	213
	Adoption Rate		20%	35%
	Average land size	2		
	Incremental Income - Y1	(24 373)	(316 206)	(1 038 994)
	Incremental Income - Y2	33 416		758 679
	Incremental Income - Y3	89 288		
	Incremental Income - Y4	172 474		
	Incremental Income - Y5	169 756		
	Incremental Income - Y6	172 474		
	Incremental Income - Y7	169 756		
	Incremental Income - Y8	172 474		
	Incremental Income - Y9	169 756		
	Incremental Income - Y10	172 474		
	<b>Average Incremental Benefits</b>		<b>(316 206)</b>	<b>(280 315)</b>

		Y1	Y2	
<b>Groundnuts processing</b>	% Investment	5%	32	107
	Adoption Rate		20%	35%
	Average land size	2		
	Incremental Income - Y1	(159 983)	(1 037 776)	(3 409 937)
	Incremental Income - Y2	50 958		578 476
	Incremental Income - Y3	50 958		
	Incremental Income - Y4	50 958		
	Incremental Income - Y5	50 958		
	Incremental Income - Y6	50 958		
	Incremental Income - Y7	50 958		
	Incremental Income - Y8	50 958		
	Incremental Income - Y9	50 958		
	Incremental Income - Y10	50 958		
	<b>Average Incremental Benefits</b>		<b>(1 037 776)</b>	<b>(2 831 462)</b>

		Y1	Y2	
<b>Farm model - Intercropping</b>	% Investment	10%	65	213
	Adoption Rate		20%	35%
	Average land size	2		
	Incremental Income - Y1	(109 309)	(1 418 128)	(4 659 704)
	Incremental Income - Y2	(9 699)		(125 831)
	Incremental Income - Y3	19 922		



Incremental Income - Y4	86 600		
Incremental Income - Y5	83 882		
Incremental Income - Y6	86 600		
Incremental Income - Y7	83 882		
Incremental Income - Y8	86 600		
Incremental Income - Y9	83 882		
Incremental Income - Y10	86 600		

<b>Average Incremental Benefits</b>		<b>(1 418 128)</b>	<b>(4 785 535)</b>
-------------------------------------	--	--------------------	--------------------

**Fishing model**

		Y1	Y2
% Investment	15%	97	320
Adoption Rate		20%	35%
Average land size	2		
Incremental Income - Y1	(634 375)	(12 345 200)	(40 564 022)
Incremental Income - Y2	195 750		6 666 408
Incremental Income - Y3	456 750		
Incremental Income - Y4	630 750		
Incremental Income - Y5	996 150		
Incremental Income - Y6	996 150		
Incremental Income - Y7	996 150		
Incremental Income - Y8	996 150		
Incremental Income - Y9	996 150		
Incremental Income - Y10	996 150		

<b>Average Incremental Benefits</b>		<b>(12 345 200)</b>	<b>(16 948 807)</b>
-------------------------------------	--	---------------------	---------------------

**Fish Value Addition**

		Y1	Y2
% Investment	15%	97	320
Adoption Rate		20%	35%
Average Land size	2		
Incremental Income - Y1	(205 474)	(3 998 603)	(13 138 663)
Incremental Income - Y2	274 834		9 359 663
Incremental Income - Y3	301 581		
Incremental Income - Y4	301 581		
Incremental Income - Y5	301 581		
Incremental Income - Y6	301 581		
Incremental Income - Y7	301 581		
Incremental Income - Y8	301 581		
Incremental Income - Y9	301 581		
Incremental Income - Y10	301 581		

<b>Average Incremental Benefits</b>		<b>(3 998 603)</b>	<b>(3 779 000)</b>
-------------------------------------	--	--------------------	--------------------

Total Incremental Benefits		(20 954 510)	(37 320 495)
----------------------------	--	--------------	--------------

Road Infrastructure Incr. Benefits		-	-
------------------------------------	--	---	---

Ice Making Facility Incr. Benefits			
------------------------------------	--	--	--

<b>Total Incr. Benefits with FG uncovered</b>		<b>(20 954 510)</b>	<b>(37 320 495)</b>
---	--	---------------------	---------------------

Gross Margin benefits				
% Investment	% Increase (SSP)	E-NPV	E-RR	B/CR
25%	2%	95524	81%	2.3
20%	5%	138 581	40%	2.2
10%	10%	468 049	236%	3.0
5%	6%	192 291	32%	1.2
10%	6%	170 671	41%	2.3
15%	59%	2 365 316	74%	3.0
15%	11%	889 296	139%	1.3
100%				
	798%	38 386 399	137%	3.0
	35985%	1 421 608 543	Num	8.3
	100%			

Y3	Y4	Y5	Y6	Y7	Y8
1 870	1 438	924	695	-	
Y3	Y4	Y5	Y6	Y7	Y8
467	359	231	174	-	
45%	50%	55%	60%	60%	
(1 712 715)	(1 317 115)	(846 038)	(636 941)	-	
(437 208)	(383 550)	(294 958)	(189 464)	(142 638)	-
1 185 466	3 895 221	3 417 162	2 627 872	1 687 991	1 270 808
	3 265 354	10 729 345	9 412 536	7 238 445	4 649 554
		3 349 395	11 005 486	9 654 787	7 424 741
			3 918 425	12 875 214	11 295 043
				3 918 425	12 875 214
					3 918 425
<b>(964 457)</b>	<b>5 459 911</b>	<b>16 354 906</b>	<b>26 137 914</b>	<b>35 232 224</b>	<b>41 433 786</b>

Y3	Y4	Y5	Y6	Y7	Y8
374	288	185	139	-	
45%	50%	55%	60%	60%	
(3 587 125)	(2 758 577)	(1 771 949)	(1 334 016)	-	
(8 283 643)	(7 266 995)	(5 588 477)	(3 589 711)	(2 702 522)	-
- 2 090 049 -	6 867 512 -	6 024 665 -	4 633 098 -	2 976 032 -	2 240 512
	5 324 372	17 494 891	15 347 749	11 802 753	7 581 399

5 642 744	18 541 004	16 265 473	12 508 502
	6 389 246	20 993 869	18 417 299
		6 389 246	20 993 869
			6 389 246

<b>(13 960 818)</b>	<b>(11 568 712)</b>	<b>9 752 545</b>	<b>30 721 174</b>	<b>49 772 787</b>	<b>63 649 804</b>
---------------------	---------------------	------------------	-------------------	-------------------	-------------------

Y3	Y4	Y5	Y6	Y7	Y8
187	144	92	70	-	
45%	50%	55%	60%	60%	
(911 478)	(700 947)	(450 247)	(338 970)	-	
2 492 877	2 186 927	1 681 795	1 080 287	813 296	-
2 606 379	8 564 074	7 513 009	5 777 667	3 711 236	2 794 013
	5 594 041	18 380 975	16 125 084	12 400 540	7 965 383
		6 056 447	19 900 355	17 457 991	13 425 575
			6 712 850	22 057 170	19 350 101
				6 712 850	22 057 170
					6 712 850

<b>4 187 778</b>	<b>15 644 097</b>	<b>33 181 978</b>	<b>49 257 273</b>	<b>63 153 083</b>	<b>72 305 091</b>
------------------	-------------------	-------------------	-------------------	-------------------	-------------------

Y3	Y4	Y5	Y6	Y7	Y8
93	72	46	35	-	
45%	50%	55%	60%	60%	
(2 991 437)	(2 300 480)	(1 477 694)	(1 112 485)	-	
1 900 762	1 667 483	1 282 330	823 694	620 120	-
743 754	2 443 837	2 143 906	1 648 710	1 059 035	797 297
	826 394	2 715 375	2 382 118	1 831 900	1 176 706
		909 033	2 986 912	2 620 330	2 015 091
			991 672	3 258 450	2 858 542
				991 672	3 258 450
					991 672

<b>(346 920)</b>	<b>2 637 234</b>	<b>5 572 950</b>	<b>7 720 622</b>	<b>10 381 508</b>	<b>11 097 757</b>
------------------	------------------	------------------	------------------	-------------------	-------------------

Y3	Y4	Y5	Y6	Y7	Y8
187	144	92	70	-	
45%	50%	55%	60%	60%	
(4 087 820)	(3 143 623)	(2 019 280)	(1 520 219)	-	
(413 456)	(362 713)	(278 934)	(179 171)	(134 889)	-
581 549	1 910 862	1 676 342	1 289 144	828 071	623 415

2 808 801	9 229 197	8 096 501	6 226 385	3 999 466
	2 992 683	9 833 399	8 626 549	6 634 004
		3 370 562	11 075 036	9 715 801
			3 370 562	11 075 036
				3 370 562

<b>(3 919 727)</b>	<b>1 213 328</b>	<b>11 600 009</b>	<b>20 890 214</b>	<b>29 991 713</b>	<b>35 418 283</b>
Y3	Y4	Y5	Y6	Y7	Y8

280	216	139	104	-	
45%	50%	55%	60%	60%	
(35 585 614)	(27 366 110)	(17 578 391)	(13 233 933)	-	
21 904 572	19 216 231	14 777 700	9 492 331	7 146 324	-
19 999 224	65 713 715	57 648 694	44 333 099	28 476 994	21 438 971
	30 686 641	100 830 568	88 455 668	68 024 332	43 694 858
		53 310 102	175 167 035	153 668 847	118 174 684
			58 156 475	191 091 311	167 638 743
				58 156 475	191 091 311
					58 156 475

<b>2 106 061</b>	<b>22 062 619</b>	<b>41 797 735</b>	<b>60 395 113</b>	<b>72 366 326</b>	<b>85 742 149</b>
Y3	Y4	Y5	Y6	Y7	Y8

280	216	139	104	-	
45%	50%	55%	60%	60%	
(11 526 160)	(8 863 868)	(5 693 631)	(4 286 463)	-	
30 754 104	26 979 664	20 747 948	13 327 270	10 033 466	-
13 205 013	43 389 206	38 064 064	29 272 093	18 802 683	14 155 644
	14 672 237	48 210 229	42 293 405	32 524 547	20 891 870
		16 139 460	53 031 252	46 522 745	35 777 002
			17 606 684	57 852 275	50 752 086
				17 606 684	57 852 275
					17 606 684

<b>32 432 957</b>	<b>76 177 239</b>	<b>117 468 071</b>	<b>151 244 240</b>	<b>183 342 401</b>	<b>197 035 561</b>
19 534 874	111 625 715	235 728 194	346 366 550	444 240 042	506 682 430
114 108 502	168 271 254	116 485 754	302 057 504	302 057 504	302 057 504
	- 3 826 598	292 306	2 236 211	3 350 898	5 981 288
<b>133 643 376</b>	<b>276 070 371</b>	<b>352 506 254</b>	<b>650 660 265</b>	<b>749 648 444</b>	<b>814 721 222</b>

<b>Y9</b>	<b>Y10</b>	<b>Y11</b>	<b>Y12</b>	<b>Y13</b>	<b>Y14</b>
Y9	Y10	Y11	Y12	Y13	Y14

-  
3 500 428 -  
4 769 220 3 590 518  
8 686 134 5 579 465  
11 295 043 8 686 134  
12 875 214 11 295 043  
3 918 425 12 875 214  
3 918 425

<b>45 044 464</b>	<b>45 944 800</b>	<b>45 944 800</b>	<b>45 944 800</b>	<b>45 944 800</b>	<b>#####</b>
Y9	Y10	Y11	Y12	Y13	Y14

-  
5 707 674 -

8 034 731	6 048 966
14 163 303	9 097 679
18 417 299	14 163 303
20 993 869	18 417 299
6 389 246	20 993 869
	6 389 246

<b>73 706 123</b>	<b>75 110 363</b>	<b>75 110 363</b>	<b>75 110 363</b>	<b>75 110 363</b>	<b>#####</b>
-------------------	-------------------	-------------------	-------------------	-------------------	--------------

Y9	Y10	Y11	Y12	Y13	Y14
----	-----	-----	-----	-----	-----

-	-
5 996 757	-
8 623 805	6 492 452
14 880 648	9 558 459
19 350 101	14 880 648
22 057 170	19 350 101
6 712 850	22 057 170
	6 712 850

<b>77 621 331</b>	<b>79 051 680</b>	<b>79 051 680</b>	<b>79 051 680</b>	<b>79 051 680</b>	<b>#####</b>
-------------------	-------------------	-------------------	-------------------	-------------------	--------------

Y9	Y10	Y11	Y12	Y13	Y14
----	-----	-----	-----	-----	-----

-	-
885 886	-
1 294 376	974 474
2 198 281	1 412 047
2 858 542	2 198 281
3 258 450	2 858 542
991 672	3 258 450
	991 672

<b>11 487 207</b>	<b>11 693 466</b>	<b>11 693 466</b>	<b>11 693 466</b>	<b>11 693 466</b>	<b>#####</b>
-------------------	-------------------	-------------------	-------------------	-------------------	--------------

Y9	Y10	Y11	Y12	Y13	Y14
----	-----	-----	-----	-----	-----

3 011 007 -  
 4 261 297 3 208 127  
 7 471 662 4 799 359  
 9 715 801 7 471 662  
 11 075 036 9 715 801  
 3 370 562 11 075 036  
 3 370 562

<b>38 905 364</b>	<b>39 640 546</b>	<b>39 640 546</b>	<b>39 640 546</b>	<b>39 640 546</b>	<b>#####</b>
Y9	Y10	Y11	Y12	Y13	Y14

-  
 32 895 776 -  
 75 908 515 57 147 903  
 128 917 837 82 809 290  
 167 638 743 128 917 837  
 191 091 311 167 638 743  
 58 156 475 191 091 311  
 58 156 475

<b>93 515 522</b>	<b>97 965 937</b>	<b>97 965 937</b>	<b>97 965 937</b>	<b>97 965 937</b>	<b>#####</b>
Y9	Y10	Y11	Y12	Y13	Y14

-  
 15 728 493 -  
 22 981 057 17 301 342  
 39 029 457 25 070 244  
 50 752 086 39 029 457  
 57 852 275 50 752 086  
 17 606 684 57 852 275  
 17 606 684

<b>203 950 052</b>	<b>207 612 088</b>	<b>207 612 088</b>	<b>207 612 088</b>	<b>207 612 088</b>	<b>#####</b>
544 230 063	557 018 880	557 018 880	557 018 880	557 018 880	#####
302 057 504	302 057 504	302 057 504	302 057 504	302 057 504	#####
6 552 225	6 694 959	6 694 959	6 694 959	6 694 959	6 694 959
<b>852 839 792</b>	<b>865 771 343</b>	<b>865 771 343</b>	<b>865 771 343</b>	<b>865 771 343</b>	<b>#####</b>

---

Y15	Y16	Y17	Y18	Y19	Y20
Y15	Y16	Y17	Y18	Y19	Y20

---

---

#####	#####	#####	#####	#####	#####
Y15	Y16	Y17	Y18	Y19	Y20

---



---

---

#####	#####	#####	#####	#####	#####
Y15	Y16	Y17	Y18	Y19	Y20

---

---

---

#####	#####	#####	#####	#####	#####
Y15	Y16	Y17	Y18	Y19	Y20

---

---

---

#####	#####	#####	#####	#####	#####
Y15	Y16	Y17	Y18	Y19	Y20

---



**South Sudan****Sustainable Agricultural Development Project (SADEP)**

Design Financial and Economic Analysis

**Household Phasing Table - Financing Gap Analysis****Table..: Household Ph:**

Total Project Cost	31 300 002
Total number of SADEP Households	18 700
Cost/Beneficiary	1 674
Amount of Funding Gap	9 800 155
No. of beneficiaries without Funding Gap	12 845

Household Phasing	Y1	Y2	Y3
<b>No. of Beneficiaries Phased by Year</b>	<b>12 845</b>	<b>1 081</b>	<b>3 552</b>
<b>Cumulative Number of Households</b>	<b>1 081</b>	<b>4 634</b>	<b>7 750</b>
<b>Adoption Rate</b>	<b>60%</b>		
<b>Beneficiary Aggregation</b>			
Beneficiaries in Y1	649	2 131	1 870
Beneficiaries in Y2		649	2 131
Beneficiaries in Y3			649
Beneficiaries in Y4			
Beneficiaries in Y5			
Beneficiaries in Y6			
Beneficiaries in Y7			
Beneficiaries in Y8			
Beneficiaries in Y9			
<b>Total Beneficiaries</b>	<b>649</b>	<b>2 780</b>	<b>4 650</b>

**asing with Financing Gap Uncovered**

Y4	Y5	Y6	Y7	Y8	Total
2 397	1 539	1 159	-		
<b>10 147</b>	<b>11 686</b>	<b>12 845</b>			<b>12 845</b>
1 438	924	695			
1 870	1 438	924	695		
2 131	1 870	1 438	924	695	
649	2 131	1 870	1 438	924	695
	649	2 131	1 870	1 438	924
		649	2 131	1 870	1 438
			649	2 131	1 870
				649	2 131
					649
<b>6 088</b>	<b>7 012</b>	<b>7 707</b>	<b>7 707</b>	<b>7 707</b>	<b>7 707</b>

**South Sudan**

**Sustainable Agricultural Development P**

Design Financial and Economic Analysis

	<b>SCF</b>
	<b>Derivation of</b>
	SER = OER
	SCF = SER/(
	1) total import
	2) total export
	3) import tax
	4) export tax
	<b>Years</b>
Total exports	X
Total imports	M
Import taxes	T <sub>m</sub>
Export taxes	T <sub>x</sub>
Official Exchange Rate (OER)	OER
Shadow Exchange Rate (SER)	SER
<b>Standard Conversion Factor (SCF)</b>	<b>SCF (SER/O</b>
	<b>CF for labour</b>
	<b>Import tax r:</b>

a/

b/

c/

## Project (SADEP)

### of SCF

$$x (M + X) / [(M + Tm) + (X - Tx)] = OER \times SCF$$

OER

rts (M) M =

rts (X) X =

es (Tm) Tm =

es (Tx) Tx =

	2017	2018
	US\$	US\$
Export of goods/ Free On Board	1 800 000 000	2 300 000 000
Import of goods/Free On Board	2 200 000 000	2 800 000 000
Import Taxes	396 000 000	504 000 000
Export Taxes		
	0.91	0.91
	0.91	
	130	
	117.8	
OER)	<b>0.9062</b>	
rr	0.880	
ate	18.00%	

### Assumptions (data based on credible sources)

Unemployment rate in South Sudan (%) - Souce, *trading economic/a*  
CF for labour

[South Sudan Unemployment Rate \(tradingeconomics.com\)](http://tradingeconomics.com)

Discount rate - Financial analysis - interest rate on deposit account in South Sudan/b

Discount rate - Economic analysis - Central Bank Lending Rate/c

[South Sudan - Deposit Interest Rate - 2024 Data 2025 Forecast 2012-2022 Historical \(tradingeconomics.co](http://tradingeconomics.com)

[South Sudan Central Bank Rate \(tradingeconomics.com\)](http://tradingeconomics.com)

VAT Rate - Rate on import of goods

	2017	2018
Exports of goods fob (US\$)	1.8	2.3
Imports of goods fob (US\$)	2.2	2.8

[https://tcdata360.worldbank.org/indicators/good.ex?country=BRA&indicator=45026&viz=line\\_chart&years=1948,2020](https://tcdata360.worldbank.org/indicators/good.ex?country=BRA&indicator=45026&viz=line_chart&years=1948,2020)

[https://tcdata360.worldbank.org/indicators/good.im.cif?country=BRA&indicator=45025&viz=line\\_chart&years=1948,2020](https://tcdata360.worldbank.org/indicators/good.im.cif?country=BRA&indicator=45025&viz=line_chart&years=1948,2020)

2019	2020
US\$	US\$
2 100 000 000	2 300 000 000
3 200 000 000	3 400 000 000
576 000 000	612 000 000
0.90	0.90

12.00%  
0.880

6.0%  
12.00%

m)

18.0%

2019	2020
2.1	2.3
3.2	3.4

**South Sudan**

**Sustainable Agricultural Development Project (SADEP)**

Design Financial and Economic Analysis

<b>Sensitivity analysis matrix</b>		
	<b>%</b>	<b>IRR</b>
<b>Base Scenario</b>		<b>22%</b>
<b>Decrease of Project benefits</b>	<b>-10%</b>	<b>20%</b>
	<b>-20%</b>	<b>17%</b>
	<b>-30%</b>	<b>15%</b>
<b>Cost Increase</b>	<b>10%</b>	<b>20%</b>
	<b>20%</b>	<b>18%</b>
	<b>50%</b>	<b>14%</b>
<b>Delay of benefits</b>	<b>1 Year</b>	<b>18%</b>
	<b>2 Years</b>	<b>15%</b>
<b>Increase of benefits</b>	<b>10%</b>	<b>23%</b>
	<b>20%</b>	<b>25%</b>
<b>Financing Gap uncovered</b>	<b>100%</b>	<b>17%</b>





NPV (US\$'000)	B/CR	Link between EFA and IPRM
14 726	1.7	
11 221	1.6	The risk of 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 substantial risk. The country is vulnerable to Desert locust phenomenon which may be devastating food and nutrition security
7 715	1.4	
4 210	1.2	
12 693	1.6	The South Sudanese Pound (SSP) is facing high inflation, resulting in volatility of exchange rate and a thriving black market. The discrepancy between official exchange rate and the black market may distort the profitability analysis of the project in the EFA.
10 661	1.4	
4 979	1.2	
10 173	1.7	The possibility of conflict arising between weary parties after myth of election which may result to closure or suspension of the programmes in the Country.
6 108	1.63	
18 231	1.9	Higher uptake of the proposed intervention compared to is anticipated in the benefits aggregation
21 736	2.1	
7 222	1.9	If the anticipated financing gap is not covered







**South Sudan**

**Sustainable Agricultural Development Project (SADEP)**

Design Financial and Economic Analysis

**Sensitivity Analysis**

Year	1	2	3
<b><u>Incremental Benefits</u></b>	(30 506)	(54 332)	142 548
benefits +10%	(33 557)	(59 765)	156 803
benefits +20%	(36 607)	(65 199)	171 057
Mild scenario	(27 455)	(48 899)	128 293
Medium scenario	(24 405)	(43 466)	114 038
High scenario	(21 354)	(38 032)	99 783
Financing Gap uncovered	(20 955)	(37 320)	133 643
Benefits delay - 1 Year		(30 506)	(54 332)
Benefits delay - 2 Years			(30 506)
<b><u>Project Costs</u></b>	405 183	854 604	671 584
costs +10%	445 702	940 064	738 743
costs +20%	486 220	1 025 525	805 901
costs +30%	607 775	1 281 906	1 007 377
Financing Gap uncovered	405 183	854 604	542 389
<b><u>Net cash flow</u></b>			
base scenario	(435 689)	(908 936)	(529 037)
costs +10%	(476 208)	(994 396)	(596 195)
costs +20%	(516 726)	(1 079 857)	(663 353)
costs +30%	(638 281)	(1 336 238)	(864 829)
benefits +10%	(438 740)	(914 369)	(514 782)
benefits +20%	(441 791)	(919 802)	(500 527)
benefits -10%	(432 639)	(903 503)	(543 291)
benefits -20%	(429 588)	(898 070)	(557 546)
benefits -30%	(426 537)	(892 636)	(571 801)
benefits delayed 1 year	(405 183)	(885 110)	(725 916)
benefits delayed 2 years	(405 183)	(854 604)	(702 090)
Benefits - Financing Gap uncovered	(426 138)	(891 924)	(537 941)
<b>Discount rate</b>	<b>12.0%</b>		
<b>Sensitivity Analysis</b>	<b>Base case</b>	<b>Costs Increase</b>	

		<b>+10%</b>	<b>+20%</b>
<b>IRR</b>	<b>21.5%</b>	19.7%	18.1%
<b>NPV (SSP'000)</b>	<b>1 914 359</b>	1 650 116	1 385 873
<b>NPV (USD'000)</b>	<b>14 726</b>	<b>12 693</b>	<b>10 661</b>
<b>B/CR</b>	<b>1.7</b>	<b>1.6</b>	<b>1.4</b>
<b>Exch. Rate</b>		<b>130</b>	

<b>Sensitivity</b>	
	<b>Yr 1</b>
Mild case risk	90%
Medium case risk	80%
High case risk	70%

4	5	6	7	8	9
326 952	459 957	808 543	952 144	1 045 679	1 100 913
359 647	505 953	889 397	1 047 358	1 150 247	1 211 004
392 343	551 948	970 251	1 142 573	1 254 815	1 321 096
294 257	413 961	727 688	856 930	941 111	990 822
261 562	367 966	646 834	761 715	836 544	880 731
228 866	321 970	565 980	666 501	731 976	770 639
276 070	352 506	650 660	749 648	814 721	852 840
142 548	326 952	459 957	808 543	952 144	1 045 679
(54 332)	142 548	326 952	459 957	808 543	952 144
768 289	638 390	300 931	222 676	33 401	1 670
845 118	702 230	331 024	244 944	36 742	1 837
921 947	766 069	361 118	267 212	40 082	2 004
1 152 433	957 586	391 211	289 479	43 422	2 171
411 544	353 066	60 797	18 218		
(441 337)	(178 434)	507 611	729 467	1 012 278	1 099 243
(518 166)	(242 273)	477 518	707 200	1 008 938	1 099 076
(594 995)	(306 112)	447 425	684 932	1 005 598	1 098 909
(825 481)	(497 629)	417 332	662 665	1 002 258	1 098 742
(408 642)	(132 438)	588 466	824 682	1 116 846	1 209 334
(375 946)	(86 442)	669 320	919 896	1 221 414	1 319 426
(474 032)	(224 429)	426 757	634 253	907 710	989 152
(506 727)	(270 425)	345 903	539 039	803 142	879 060
(539 422)	(316 421)	265 048	443 824	698 574	768 969
(625 741)	(311 438)	159 026	585 866	918 742	1 044 009
(822 621)	(495 843)	26 021	237 280	775 141	950 474
(492 218)	(285 884)	349 729	526 972	781 320	851 170

	Increase of Benefits	Decrease of Benefits
--	----------------------	----------------------



<b>+50%</b>	<b>+10%</b>	<b>+20%</b>	<b>-10%</b>	<b>-20%</b>	<b>- 30%</b>
14.4%	23.5%	25.3%	19.5%	17.3%	15.0%
647 314	2 370 039	2 825 718	1 458 680	1 003 001	547 321
<b>4 979</b>	<b>18 231</b>	<b>21 736</b>	<b>11 221</b>	<b>7 715</b>	<b>4 210</b>
<b>1.2</b>	<b>1.9</b>	<b>2.1</b>	<b>1.6</b>	<b>1.4</b>	<b>1.2</b>

10	11	12-.20
1 119 674	1 119 674	1 119 674
1 231 642	1 231 642	1 231 642
1 343 609	1 343 609	1 343 609
1 007 707	1 007 707	1 007 707
895 739	895 739	895 739
783 772	783 772	783 772
865 771	865 771	865 771
1 100 913	1 119 674	1 119 674
1 045 679	1 100 913	1 119 674
1 670	1 670	1 670
1 837	1 837	1 837
2 004	2 004	2 004
2 171	2 171	2 171
1 118 004	1 118 004	1 118 004
1 117 837	1 117 837	1 117 837
1 117 670	1 117 670	1 117 670
1 117 503	1 117 503	1 117 503
1 229 971	1 229 971	1 229 971
1 341 939	1 341 939	1 341 939
1 006 037	1 006 037	1 006 037
894 069	894 069	894 069
782 102	782 102	782 102
1 099 243	1 118 004	1 118 004
1 044 009	1 099 243	1 118 004
864 101	864 101	864 101

IRR	NPV'SSP	NPV/b
21.5%	1 914 359	4 556 794
19.7%	1 650 116	4 556 794
18.1%	1 385 873	4 556 794
14.4%	647 314	4 556 794
23.5%	2 370 039	5 012 474
25.3%	2 825 718	5 468 153
19.5%	1 458 680	4 101 115
17.3%	1 003 001	3 645 435
15.0%	547 321	3 189 756
18.1%	1 322 495	4 440 721
15.5%	794 044	4 310 720
17.1%	938 825	3 581 260

<b>Delay of Benefits</b>	<b>Financing Gap</b>
--------------------------	----------------------

<b>1 year</b>	<b>2 years</b>	<b>100%</b>
18.1%	15.5%	17.1%
1 322 495	794 044	938 825
<b>10 173</b>	<b>6 108</b>	<b>7 222</b>
<b>1.7</b>	<b>1.63</b>	<b>1.9</b>

**B/CR Analysis**

<b>NPV/c</b>	<b>B/CR</b>
2 642 435	1.7
2 906 678	1.6
3 170 922	1.4
3 909 481	1.2
2 642 435	1.9
2 642 435	2.1
2 642 435	1.6
2 642 435	1.4
2 642 435	1.2
2 642 435	1.7
2 642 435	1.63
1 930 043	1.9

Results Hierarchy	Indicators				Means of Verification			Assumptions (A)/ Risk (R)			
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility				
Outreach	<b>Number of persons receiving services promoted or supported by the project (CI-1)</b>				Progress reports/MIS	Annually	SADEP - PMU/IA	1) 50% of persons receiving project support are women			
	Total-Number of persons	0	9 350	18 700				2) 50% of persons receiving project support are men			
	Males - Number	0	4 675	9 350				3) 40 % of persons receiving project support are the youth (50% of them are women). A youth is defined as a person aged between 16 and 35 (inclusive).			
	Females - Number	0	4 675	9 350							
	Young Number - Total	0	3 740	7 480							
	Young Male - Number	0	1 870	3 740							
	Young Female - Number	0	1 870	3 740							
	<b>Corresponding number of households reached (CI-1.a)</b>				Progress reports/MIS	Annually	SADEP - PMU/IA	HHs that receive project support are 30% female headed			
	Total - Household number	0	9 350	18 700							
	Male- headed households - Number	0	6 545	13 090							
Female-headed households - Number	0	2 805	5 610								
<b>Estimated corresponding total number of households members (CI-1.b)</b>				Progress reports/MIS	Annually	SADEP - PMU/IA	6 members on average in one HH				
Total-Number of HH members	0	56 100	112 200								
Project Goal: Contribute to enduring peace and reducing poverty	<b>Number of Households with increased resilience</b>				Resilience Scorecard Tool (RDMT) surveys	Baseline, and endline survey	SADEP - PMU/IA				
	Total persons-number	0	3 740	9 350							
	Total households - Number	0	3 740	9 350							
	Total persons-%	0	40%	50%				Assumed to be 50% of the target population			
Development Objective: Enhance resilience and food and nutrition security for target communities	<b>Food insecurity experience scale</b>				IPC	Baseline, Endline	SADEP - PMU/IA				
	FIES (moderate)	60%		48%				A20% reduction assumed from the current FIES			
Outcome 1: Increased production, productivity and availability of nutritious foods	<b>Households reporting adoption of environmentally sustainable and climate- resilient technologies and practices (CI 3.2.2)</b>				COI Surveys	Baseline, Midline and Completion	SADEP - PMU/IA	Assuming all target beneficiariaries will be supported with climate friendly technologies			
	Households (number)	0	5 610	11 220							
	Households (%)	0	50%	60%							
	Household Members (Number)	0	33 660	67 320							
	<b>Households with improved Knowledge, Attitudes and Practices (KAP)(CI 1.2.9)</b>										Nutrition awareness will be carried out to all target beneficiariaries
	Households (number)	0	5 610	11 220							
	Households (%)	0	30%	60%							
	Household members (number)	0	33 660	67 320							
	<b>Households reporting an increase in production (CI-1.2.4)</b>										50% of those that receive targeted production support
	Households	0	2 805	5 610							
Households (%)	0	25%	50%								
Household members	0	16 830	33 660								
Output 1.1: Capacity for Community driven planning and prioritization	<b>Community Driven Development Plans Developed</b>				Progress Reports/MIS	Annually	SADEP - PMU/IA				
	CPs	0	263	526							
	<b>Community groups capacity built</b>				Progress	Annually	SADEP -				

developed		0	263	526	Reports/MIS		PMU/IA	
Output 1.2: Climate adaptive, nutrition sensitive agriculture and sustainable fisheries practices and technologies developed and promoted	<b>Groups supported to sustainably manage natural resources and climate-related risks (CI 3.1.1.)</b>				Progress Reports/MIS	Annually	SADEP - PMU/IA	Assuming the groups are 25 members are in size
	Groups supported (number)	0	374	748				
	Total size of groups (number of people):	0	9 350	18 700				
	Females	0	4 675	9 350				
	Males	0	4 675	9 350				
	Young	0	3 740	7 480				
	<b>Households provided with targeted support to improve their nutrition (CI 1.1.8)</b>				Progress reports/MIS	Annually	SADEP - PMU/IA	All targeted beneficiaries will be targeted with nutrition awareness activities
	Total persons participating	0	9 350	18 700				
	Males	0	4 675	9 350				
	Females	0	4 675	9 350				
	Young	0	3 740	7 480				
	Households	0	9 350	18 700				
	Household members benefited	0	56 100	112 200				
	<b>Persons trained in production practices and/or technologies (CI 1.1.4)</b>				Progress reports/MIS	Annually	SADEP - PMU/IA	70% of these are assumed to be sorghum based systems producers and 30% fisher folks
	<b>Total persons trained in crop production (70%)</b>							
Men trained in crop production	0	3 273	6 545					
Women trained in crop production	0	3 273	6 545					
Young People trained in crop production	0	2 618	5 236					
<b>Total persons trained in fish production (30%)</b>								
Men trained in fisheries production	0	1 403	2 805					
Women trained in fisheries production	0	1 403	2 805					
Young People trained in fisheries production	0	1 122	2 244					
<b>Households reporting improved physical access to markets, processing and storage facilities (CI 2.2.6)</b>				COI Surveys	Baseline, Midline and Completion	SADEP - PMU/IA		
Households reporting improved physical access to sorghum-based system infrastructure -	0	2 301	4 603					
Households reporting improved physical access to sorghum-based system infrastructure - %	0	18%	35%					
Size of Households - Sorghum based systems	0	13 808	27 615					
Households reporting improved physical access to Fish based infrastructure - Number	0	1 403	2 805					
Households reporting improved physical access to Fish based infrastructure - %	0	8%	15%					
Size of Households - Fish based	0	8 415	16 830					
<b>Rural producers' organizations reporting an increase in sales (CI 2.2.5)</b>				COI Surveys	Baseline, Midline and Completion	SADEP - PMU/IA	Assuming 25% of the supported organisations will improve value and quality of products	
Number of Rural POs	0	66	132					
Total number of POs members	0	1 644	3 288					
Women PO members	0	822	1 644					
Men PO members	0	822	1 644					
Young PO members	0	658	1 315					
<b>Supported rural producers' organizations providing new or improved services to their members (CI 2.2.4)</b>				COI Surveys	Baseline, Midline and Completion	SADEP - PMU/IA	50% of supported organisations are assumed to improve	
Number of Rural POs	0	132	263					

Outcome 2: Reduced postharvest losses and improved quality and value of sorghum-based and fish products

	Total number of POs members	0	3 288	6 575	COI Surveys	Midline and Completion	PMU/IA	service delivery to members
	Women PO members	0	1 644	3 288				
	Men PO members	0	1 644	3 288				
	Young PO members	0	1 315	2 630				
<b>Output 2.1:</b> Appropriate and inclusive climate resilient community infrastructure developed	<b>Market, processing or storage facilities constructed or rehabilitated (CI 2.1.6)</b>				Progress reports/MIS	Annually	SADEP - PMU/IA	Based on the equipment for processing that will be provided to the groups
	#Processing facilities	0	263	526				
	#storage facilities	0	263	526				
	<b>CI 1.1.2 Farmland under water-related infrastructure constructed/rehabilitated</b>							
	Hectares of land	0	100	200				
<b>Output 2.2:</b> Appropriate climate adapted and nutrition sensitive Postharvest technologies and practices promoted and adopted	<b>Number of multipurpose water infrastructure developed</b>				Progress reports/MIS	Annually	SADEP - PMU/IA	Assuming 25 members in the 526POs targeted for support
	Water points	0	10	20				
	<b>2.1.2 Persons trained in income-generating activities or business management</b>							
	Total persons	0	6575	13150				
	Males	0	3288	6575				
Females	0	3288	6575					
Young	0	2630	5260					
<b>Outcome 3:</b> Strengthened institutional capacities and rural sector coordination	<b>Rural producers' organizations supported (CI2.1.3)</b>				Progress reports/MIS	Annually	SADEP - PMU/IA	New agriculture, rural development and climate action policies are approved (A)
	Number of Rural POs	0	263	526				
	Total number of POs members	0	6 575	13 150				
	Women PO members	0	3 288	6 575				
	Men PO members	0	3 288	6 575				
	Young PO members	0	2 630	5 260				
	<b>Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment (Policy 3)</b>							
Number	0		3					
<b>SF 2.1: Households satisfied with project-supported services</b>				COI Surveys	Baseline, midline and endline	SADEP - PMU/IA		
Households - Number	0	7 013	14 025					
Households - %	0	38%	75%					
Household members -Number	0	42 075	84 150					
<b>SF 2.2: Households reporting they can influence decision-making of local authorities and project-supported service providers</b>				COI Surveys	e, midline and	SADEP - PMU/IA		
Households - Number	0	4 675	9 350					
Households - %	0	25%	50%					
Household members -Number	0	28 050	56 100					
<b>Output 3.1:</b> Institutional and policy capacity for rural development and coordination strengthened	<b>Policy-relevant knowledge products completed (policy 1)</b>				Progress reports/MIS	Annually	SADEP - PMU/IA	
	Number of products	0		6				
<b>Output 3.2:</b> Efficient and Effective Project Management	<b>Supported Government Institutions</b>				Progress reports/	Annually	SADEP - PMU/IA	
	Number of Institutions	0		7				

SADEP Design - Economic and Financial Analysis 13062024.xlsx

South Sudan

Sustainable Agricultural Development Project

Disbursements by Semesters and Governm

(SSP '000)

Economic Costs

	Financing Available				
	IFAD 12	Financing Gap	GEF/LDCF	AfDB Parallel	Ben. Contribution
	Amount	Amount	Amount	Amount	Amount
1	209 792	-	-	72 997	-
2	209 792	-	-	72 997	-
3	299 555	-	123 730	453 886	29 612
4	299 555	-	123 730	453 886	29 612
5	106 962	64 598	130 787	461 853	20 274
6	106 962	64 598	130 787	461 853	20 274
7	15 399	178 373	147 907	227 038	24 784
8	15 399	178 373	147 907	227 038	24 784
9	-	142 662	135 361	69 959	28 224
10	-	142 662	135 361	69 959	28 224
11	-	120 067	20 792	14 284	-
12	-	120 067	20 792	14 284	-
13	-	102 229	7 383	-	-
14	-	102 229	7 383	-	-
<b>Total</b>	<b>1 263 418</b>	<b>1 215 857</b>	<b>1 131 922</b>	<b>2 600 033</b>	<b>205 788</b>



SADEP Design - Economic and Financial Analysis 13062024.xlsx

Total	Costs to be Financed		GoSS		Less AfDB Parallel Financing Costs	Less Costs Already Included in the models	Net Costs to avoid double counting
	Project Costs	Cash Flow	Cumulative Cash Flow				
282 789	283 690	-901	-901		72 997	-	210 693
282 789	283 690	-901	-1 802		72 997	16 204	194 490
906 783	908 522	-1 738	-3 541		453 886	47 790	406 845
906 783	908 522	-1 738	-5 279		453 886	6 877	447 759
784 474	797 645	-13 171	-18 450		461 853	-	335 792
784 474	797 645	-13 171	-31 622		461 853	-	335 792
593 501	611 183	-17 681	-49 303		227 038	-	384 144
593 501	611 183	-17 681	-66 984		227 038	-	384 144
376 207	389 154	-12 948	-79 932		69 959	-	319 195
376 207	389 154	-12 948	-92 880		69 959	-	319 195
155 143	164 749	-9 606	-102 486		14 284	-	150 466
155 143	164 749	-9 606	-112 092		14 284	-	150 466
109 613	111 338	-1 726	-113 818		-	-	111 338
109 613	111 338	-1 726	-115 544		-	-	111 338
6 417 019	6 532 563	-115 544	-115 544		2 600 033	70 871	3 861 659

(US\$ '000)

Less Financing Gap costs	Net Costs if Financing Gap is uncovered	Financing Available					Total	Costs to be Financed Project Costs
		IFAD 12	Financing Gap	GEF/LDCF	AfDB Parallel	Ben. Contribution		
		Amount	Amount	Amount	Amount	Amount		
-	210 693	1 614	-	-	562	-	2 175	2 182
-	194 490	1 614	-	-	562	-	2 175	2 182
-	406 845	2 304	-	952	3 491	228	6 975	6 989
-	447 759	2 304	-	952	3 491	228	6 975	6 989
64 598	271 194	823	497	1 006	3 553	156	6 034	6 136
64 598	271 194	823	497	1 006	3 553	156	6 034	6 136
178 373	205 772	118	1 372	1 138	1 746	191	4 565	4 701
178 373	205 772	118	1 372	1 138	1 746	191	4 565	4 701
142 662	176 533	-	1 097	1 041	538	217	2 894	2 993
142 662	176 533	-	1 097	1 041	538	217	2 894	2 993
120 067	30 399	-	924	160	110	-	1 193	1 267
120 067	30 399	-	924	160	110	-	1 193	1 267
102 229	9 109	-	786	57	-	-	843	856
102 229	9 109	-	786	57	-	-	843	856
<b>1 215 857</b>	<b>2 645 801</b>	9 719	9 353	8 707	20 000	1 583	49 362	50 250

---

<b>GoSS</b>	
<b>Cash Flow</b>	<b>Cumulative Cash Flow</b>
-7	-7
-7	-14
-13	-27
-13	-41
-101	-142
-101	-243
-136	-379
-136	-515
-100	-615
-100	-714
-74	-788
-74	-862
-13	-876
-13	-889
<hr/> -889	<hr/> -889

## South Sudan

### Sustainable Agricultural Development Project (SADEP)

Design Economic and Financial Analysis (EFA)

#### Fishing with Motor - Financial Model

			Quantity WoP
<b>Main Production</b>			<b>Y0</b>
Annual Catch	Kg	70.00	10 000
Own Consumption	Kg		2 500
Post Harvest Loses	Kg		4 500
<b>Total Production</b>			<b>5 500</b>
<b>Investment Costs</b>			
Plank boats	No.	40 000	1
Motor		200 000	
Fishing gear	No.	100 000	
Ice box	No.	8 000	
<b>Operating Costs</b>			
Canoe Maintenance	% of purchase		10%
Gears Maintenance	P/Year	10 000	-
Engine Maintenance	P/Year	10 000	-
Fuel	Liters	500	-
Lubricants	Liters	200	-
Ice (1kg of ice for 5 kgs of fish)	Kg	50	1 100
Crew cost	Person/Days	400	120
Family days	Person/Days		120
Hired Days	Person/Days		
			<b>WoP</b>
<b>Financial Budget</b>			<b>Y0</b>
<b>Main Revenue</b>	SSP		385 000
<b>Total Revenue</b>	<b>SSP</b>		<b>385 000</b>
<b>Production Costs</b>			
<b>Investment Costs</b>			
Plank boats	SSP		40 000
Motor	SSP		-
Fishing gear	SSP		-
Ice box	SSP		-
<b>Total Investment Costs</b>	<b>SSP</b>		<b>40 000</b>
<b>Operating Costs</b>			
Canoe Maintenance	SSP		4 000
Gears Maintenance	SSP		-

Engine Maintenance	SSP	-
Fuel	SSP	-
Lubricants	SSP	-
Ice (1kg of ice for 5 kgs of fish)	SSP	55 000
Crew cost	SSP	48 000
<b>Total Operating Costs</b>	SSP	<b>107 000</b>
<b>Total Production Costs</b>	SSP	<b>147 000</b>
<b>Net Income Before Labour Costs</b>	SSP	<b>286 000</b>
<b>Net Income After Labour Costs</b>	SSP	238 000
<b>Net Incremental Benefits</b>	SSP	

#### Profitability Indicators

Return to family labour	6 563
Discount rate	6%
NPV (SSP)	4 635 773
IRR	74%
PVb	10 744 985
PVc	3 379 371
B/C ratio	3.18
Switching values Benefits	(0.69)
Switching values Costs	2.18

CF/Good 0.9062

#### Fishing with Motor - Economic Model

CF/Labour 0.88

Main Production	Unit	Unit Cost	Quantity
			WoP
			Y0
Annual Catch	Kg	63.44	10 000
Own Consumption	Kg		2 500
Post Harvest Loses	Kg		4 500
<b>Total Production</b>			<b>5 500</b>

#### Investment Costs

Plank boats	No.	36 250	1
Motor		181 250	-
Fishing gear	No.	90 625	-
Ice box	No.	7 250	-

#### Operating Costs

Canoe Maintenance	% of purchase		10%
Gears Maintenance	P/Year	9 062	-
Engine Maintenance	P/Year	9 062	-
Fuel	Liters	453	-
Lubricants	Liters	181	-
Ice (1kg of ice for 5 kgs of fish)	Kg	45	1 100
Crew cost	Person/Days	352	120

Family days	Person/Days	120
Hired Days	Person/Days	

		WoP
<b>Financial Budget</b>		<b>Y0</b>
<b>Main Revenue</b>	SSP	348 906
<b>Total Revenue</b>	<b>SSP</b>	<b>348 906</b>
<b>Production Costs</b>		
<b>Investment Costs</b>		
Plank boats	SSP	36 250
Motor	SSP	-
Fishing gear	SSP	-
Ice box	SSP	-
<b>Total Investment Costs</b>	<b>SSP</b>	<b>36 250</b>
<b>Operating Costs</b>		
Canoe Maintenance	SSP	3 625
Gears Maintenance	SSP	-
Engine Maintenance	SSP	-
Fuel	SSP	-
Lubricants	SSP	-
Ice (1kg of ice for 5 kgs of fish)	SSP	49 844
Crew cost	<b>SSP</b>	42 240
<b>Total Operating Costs</b>	SSP	<b>95 709</b>
<b>Total Production Costs</b>	SSP	<b>131 959</b>
<b>Net Income Before Labour Costs</b>	SSP	<b>259 187</b>
<b>Net Income After Labour Costs</b>	SSP	216 947
<b>Net Incremental Benefits</b>	<b>SSP</b>	

#### Profitability Indicators

Return to family labour	5 959
Discount rate	12%
NPV (SSP)	2 365 316
IRR	74%
PVb	5 988 114
PVc	2 002 322
B/C ratio	2.99
Switching values Benefits	(0.67)
Switching values Costs	1.99







120            120            120            120            120            120            120

**With-Project**

<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Y6</b>	<b>Y7</b>	<b>Y8</b>
348 906	507 500	659 750	761 250	974 400	974 400	974 400	974 400
<b>348 906</b>	<b>507 500</b>	<b>659 750</b>	<b>761 250</b>	<b>974 400</b>	<b>974 400</b>	<b>974 400</b>	<b>974 400</b>
-	-	-	-	-	-	-	-
181 250	-	-	-	-	-	-	-
90 625							
7 250	-	-	-	-	-	-	-
<b>279 125</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
-	-	-	-	-	-	-	-
9 062	9 062	9 062	9 062	9 062	9 062	9 062	9 062
9 062	9 062	9 062	9 062	9 062	9 062	9 062	9 062
54 375	54 375	54 375	54 375	54 375	54 375	54 375	54 375
5 437	5 437	5 437	5 437	5 437	5 437	5 437	5 437
49 844	72 500	94 250	108 750	139 200	139 200	139 200	139 200
42 240	42 240	42 240	42 240	42 240	42 240	42 240	42 240
<b>170 021</b>	<b>192 677</b>	<b>214 427</b>	<b>228 927</b>	<b>259 377</b>	<b>259 377</b>	<b>259 377</b>	<b>259 377</b>
<b>449 146</b>	<b>192 677</b>	<b>214 427</b>	<b>228 927</b>	<b>259 377</b>	<b>259 377</b>	<b>259 377</b>	<b>259 377</b>
<b>(58 000)</b>	<b>357 062</b>	<b>487 562</b>	<b>574 562</b>	<b>757 262</b>	<b>757 262</b>	<b>757 262</b>	<b>757 262</b>
(100 240)	314 822	445 322	532 322	715 022	715 022	715 022	715 022
<b>(317 187)</b>	<b>97 875</b>	<b>228 375</b>	<b>315 375</b>	<b>498 075</b>	<b>498 075</b>	<b>498 075</b>	<b>498 075</b>







---



---

Y17	Y18	Y19	Y20
19 200	19 200	19 200	19 200
4 800	4 800	4 800	4 800
3 840	3 840	3 840	3 840
<b>15 360</b>	<b>15 360</b>	<b>15 360</b>	<b>15 360</b>

---

-	-	-	-
1	1	1	1
1	1	1	1
120	120	120	120
30	30	30	30
3 072	3 072	3 072	3 072
120	120	120	120
120	120	120	120

---

Y17	Y18	Y19	Y20
1 075 200	1 075 200	1 075 200	1 075 200
<b>1 075 200</b>	<b>1 075 200</b>	<b>1 075 200</b>	<b>1 075 200</b>

---

-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-

---



---

-	-	-	-
10 000	10 000	10 000	10 000

10 000	10 000	10 000	10 000
60 000	60 000	60 000	60 000
6 000	6 000	6 000	60 000
153 600	153 600	153 600	153 600
48 000	48 000	48 000	48 000
<b>287 600</b>	<b>287 600</b>	<b>287 600</b>	<b>341 600</b>
<b>287 600</b>	<b>287 600</b>	<b>287 600</b>	<b>341 600</b>
<b>835 600</b>	<b>835 600</b>	<b>835 600</b>	<b>781 600</b>
787 600	787 600	787 600	733 600
<b>549 600</b>	<b>549 600</b>	<b>549 600</b>	<b>495 600</b>

---



---

<b>Y17</b>	<b>Y18</b>	<b>Y19</b>	<b>Y20</b>
19 200	19 200	19 200	19 200
4 800	4 800	4 800	4 800
3 840	3 840	3 840	3 840
<b>15 360</b>	<b>15 360</b>	<b>15 360</b>	<b>15 360</b>

---

-	-	-	-
1	1	1	1
1	1	1	1
120	120	120	120
30	30	30	30
3 072	3 072	3 072	3 072
120	120	120	120

120

120

120

120

Y17	Y18	Y19	Y20
974 400	974 400	974 400	974 400
<b>974 400</b>	<b>974 400</b>	<b>974 400</b>	<b>974 400</b>

-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-

-	-	-	-
9 062	9 062	9 062	9 062
9 062	9 062	9 062	9 062
54 375	54 375	54 375	54 375
5 437	5 437	5 437	5 437
139 200	139 200	139 200	139 200
42 240	42 240	42 240	42 240
<b>259 377</b>	<b>259 377</b>	<b>259 377</b>	<b>259 377</b>
<b>259 377</b>	<b>259 377</b>	<b>259 377</b>	<b>259 377</b>
<b>757 262</b>	<b>757 262</b>	<b>757 262</b>	<b>757 262</b>
715 022	715 022	715 022	715 022
<b>498 075</b>	<b>498 075</b>	<b>498 075</b>	<b>498 075</b>

## South Sudan

### Sustainable Agricultural Development Project (SADEP)

Design Economic and Financial Analysis (EFA)

Own Consumption

Post Harvest Losses

### Dry Fish Processing Model - Financial Model

			Quantity	
			WoP	
<b>Main Production</b>			<b>Y0</b>	<b>Y1</b>
66%	1st Grade Fish (75% of fresh weight)	Kg	200.00	4 224
66%	2nd Grade Fish (66% of fresh weight)	Kg	160.00	-
	Own Consumption	Kg	1 056	1 056
	Post Harvest Loses	Kg	1 901	1 901
<b>Total Production</b>			<b>2 323</b>	<b>2 323</b>
<b>Investment Costs</b>				
	Solar drying tents	No.	3 000	1
	Fish drying racks	No.	1 000	1
	Improved kilns/ ovens	No.	1 000	1
<b>Operating Costs</b>				
	1st Grade Fish	Kg	70	6 400
	2nd Grade Fish	Kg	40	-
	Loads	Kg/trip	20	64
	Transport Cost	%	10%	10%
	Marketing tax	Mt/day	80	36
	Production tax (bag/70kgs)	(bag/70kg)	140	33
<b>Labour Costs</b>				
	Labour/Sales to market	Person/days	400	36
	Family days	Person/days		36
	Hired Days	Person/days		
			WoP	
<b>Financial Budget</b>			<b>Y0</b>	<b>Y1</b>
<b>Main Revenue</b>				
	SSP		371 712	464 640
<b>Total Revenue</b>			<b>371 712</b>	<b>464 640</b>
<b>Production Costs</b>				
<b>Investment Costs</b>				
	Solar drying tents	SSP	-	3 000
	Fish drying racks	SSP	-	1 000
	Improved kilns/ ovens	SSP	-	1 000
<b>Total Investment Costs</b>			<b>SSP</b>	<b>5 000</b>
<b>Operating Costs</b>				
	1st Grade Fish	SSP	-	448 000



2nd Grade Fish	SSP	256 000	-
Loads	SSP	1 280	1 280
Transport Cost	SSP	37 171	46 464
Marketing tax	SSP	2 904	2 904
Production tax (bag/70kgs)	SSP	4 646	4 646
<b>Total Operating Costs</b>	<b>SSP</b>	<b>302 002</b>	<b>503 294</b>
Labour Costs			
Labour/Sales to market	SSP	14 520	14 520
<b>Total Labour Costs</b>	<b>SSP</b>	<b>14 520</b>	<b>14 520</b>
<b>Total Production Costs</b>	<b>SSP</b>	<b>316 522</b>	<b>522 814</b>
<b>Net Income Before Labour Costs</b>	<b>SSP</b>	<b>69 710</b>	<b>(43 654)</b>
<b>Net Income After Labour Costs</b>	<b>SSP</b>	<b>55 190</b>	<b>(58 174)</b>
<b>Net Incremental Benefits</b>	<b>SSP</b>		<b>(113 365)</b>

### Profitability Indicators

Return to family labour	4 102
Discount rate	6%
NPV (SSP)	870 578
IRR	79%
PVb	8 728 356
PVc	7 224 748
B/C ratio	1.21
Switching values Benefits	(0.17)
Switching values Costs	0.21

<b>Dry Fish Processing Model - Economic Model</b>	CF/Good	0.9062
	CF/Labour	0.88

Main Production	Unit	Unit Cost	Quantity	
			WoP	
			Y0	Y1
1st Grade Fish (75% of fresh weight)	Kg	181.25	-	4 224
2nd Grade Fish (66% of fresh weight)	Kg	145.00	4 224	-
Own Consumption	Kg		1 056	1 056
Post Harvest Loses	Kg		1 901	1 901
<b>Total Production</b>			<b>2 323</b>	<b>2 323</b>

### Investment Costs

Solar drying tents	No.	2 719	-	1
Fish drying racks	No.	906	-	1
Improved kilns/ ovens	No.	906	-	1

### Operating Costs

1st Grade Fish	Kg	63	-	6 400
2nd Grade Fish	Kg	36	6 400	-
Loads	Kg/trip	18	64	64
Transport Cost	%	-	10%	10%

Marketing tax	Mt/day	72	36	36
Production tax (bag/70kgs)	(bag/70kg)	127	33	33

#### Labour Costs

Labour/Sales to market	Person/days	352	36	36
Family days	Person/days		36	36
Hired Days	Person/days			

		WoP	
<b>Financial Budget</b>		<b>Y0</b>	<b>Y1</b>
<b>Main Revenue</b>	SSP	336 864	421 080
<b>Total Revenue</b>	<b>SSP</b>	<b>336 864</b>	<b>421 080</b>
<b>Production Costs</b>			
<b>Investment Costs</b>			
Solar drying tents	SSP	-	2 719
Fish drying racks	SSP	-	906
Improved kilns/ ovens	SSP	-	906
<b>Total Investment Costs</b>	<b>SSP</b>	<b>-</b>	<b>4 531</b>
<b>Operating Costs</b>			
1st Grade Fish	SSP	-	406 000
2nd Grade Fish	SSP	232 000	-
Loads	SSP	1 160	1 160
Transport Cost	SSP	33 686	42 108
Marketing tax	SSP	2 632	2 632
Production tax (bag/70kgs)	SSP	4 211	4 211
<b>Total Operating Costs</b>	<b>SSP</b>	<b>273 689</b>	<b>456 110</b>
<b>Labour Costs</b>			
Labour/Sales to market	SSP	14 520	14 520
<b>Total Labour Costs</b>	<b>SSP</b>	<b>14 520</b>	<b>14 520</b>
<b>Total Production Costs</b>	<b>SSP</b>	<b>288 209</b>	<b>475 162</b>
<b>Net Income Before Labour Costs</b>	<b>SSP</b>	<b>63 175</b>	<b>(39 562)</b>
<b>Net Income After Labour Costs</b>	<b>SSP</b>	<b>48 655</b>	<b>(54 082)</b>
<b>Net Incremental Benefits</b>	<b>SSP</b>		<b>(102 737)</b>

#### Profitability Indicators

<b>Return to family labour</b>	5 494
<b>Discount rate</b>	12%
<b>NPV (SSP)</b>	889 296
<b>IRR</b>	139%
<b>PVb</b>	5 542 529
<b>PVc</b>	4 289 807
<b>B/C ratio</b>	1.29
<b>Switching values Benefits</b>	(0.23)
<b>Switching values Costs</b>	0.29

option                    **25%**  
 losses                    45%                    20%

---



---

<b>With-Project</b>							
<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Y6</b>	<b>Y7</b>	<b>Y8</b>	<b>Y9</b>
4 620	4 950	4 950	4 950	4 950	4 950	4 950	4 950
-	-	-	-	-	-	-	-
1 155	1 238	1 238	1 238	1 238	1 238	1 238	1 238
924	990	990	990	990	990	990	990
<b>3 696</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>

---

7 000	7 500	7 500	7 500	7 500	7 500	7 500	7 500
64	64	64	64	64	64	64	64
10%	10%	10%	10%	10%	10%	10%	10%
58	62	62	62	62	62	62	62
53	57	57	57	57	57	57	57
58	62	62	62	62	62	62	62
58	62	62	62	62	62	62	62

---

<b>With-Project</b>							
<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Y6</b>	<b>Y7</b>	<b>Y8</b>	<b>Y9</b>
739 200	792 000	792 000	792 000	792 000	792 000	792 000	792 000
<b>739 200</b>	<b>792 000</b>	<b>792 000</b>	<b>792 000</b>	<b>792 000</b>	<b>792 000</b>	<b>792 000</b>	<b>792 000</b>

---

-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-

---

490 000                    525 000                    525 000                    525 000                    525 000                    525 000                    525 000

-	-	-	-	-	-	-	-
1 280	1 280	1 280	1 280	1 280	1 280	1 280	1 280
73 920	79 200	79 200	79 200	79 200	79 200	79 200	79 200
4 620	4 950	4 950	4 950	4 950	4 950	4 950	4 950
7 392	7 920	7 920	7 920	7 920	7 920	7 920	7 920
<b>577 212</b>	<b>618 350</b>	<b>618 350</b>	<b>618 350</b>	<b>618 350</b>	<b>618 350</b>	<b>618 350</b>	<b>618 350</b>
23 100	24 750	24 750	24 750	24 750	24 750	24 750	24 750
<b>23 100</b>	<b>24 750</b>	<b>24 750</b>	<b>24 750</b>	<b>24 750</b>	<b>24 750</b>	<b>24 750</b>	<b>24 750</b>
<b>600 312</b>	<b>643 100</b>	<b>643 100</b>	<b>643 100</b>	<b>643 100</b>	<b>643 100</b>	<b>643 100</b>	<b>643 100</b>
<b>161 988</b>	<b>173 650</b>	<b>173 650</b>	<b>173 650</b>	<b>173 650</b>	<b>173 650</b>	<b>173 650</b>	<b>173 650</b>
138 888	148 900	148 900	148 900	148 900	148 900	148 900	148 900
<b>83 698</b>	<b>93 710</b>	<b>93 710</b>	<b>93 710</b>	<b>93 710</b>	<b>93 710</b>	<b>93 710</b>	<b>93 710</b>

With-Project							
Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9
4 620	4 950	4 950	4 950	4 950	4 950	4 950	4 950
-	-	-	-	-	-	-	-
1 155	1 238	1 238	1 238	1 238	1 238	1 238	1 238
924	990	990	990	990	990	990	990
<b>3 696</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>

7 000	7 500	7 500	7 500	7 500	7 500	7 500	7 500
-	-	-	-	-	-	-	-
64	64	64	64	64	64	64	64
10%	10%	10%	10%	10%	10%	10%	10%





-	-	-	-	-	-	-	-
1 280	1 280	1 280	1 280	1 280	1 280	1 280	1 280
79 200	79 200	79 200	79 200	79 200	79 200	79 200	79 200
4 950	4 950	4 950	4 950	4 950	4 950	4 950	4 950
7 920	7 920	7 920	7 920	7 920	7 920	7 920	7 920
<b>618 350</b>	<b>618 350</b>	<b>618 350</b>	<b>618 350</b>	<b>618 350</b>	<b>618 350</b>	<b>618 350</b>	<b>618 350</b>
24 750	24 750	24 750	24 750	24 750	24 750	24 750	24 750
<b>24 750</b>	<b>24 750</b>	<b>24 750</b>	<b>24 750</b>	<b>24 750</b>	<b>24 750</b>	<b>24 750</b>	<b>24 750</b>
<b>643 100</b>	<b>643 100</b>	<b>643 100</b>	<b>643 100</b>	<b>643 100</b>	<b>643 100</b>	<b>643 100</b>	<b>643 100</b>
<b>173 650</b>	<b>173 650</b>	<b>173 650</b>	<b>173 650</b>	<b>173 650</b>	<b>173 650</b>	<b>173 650</b>	<b>173 650</b>
148 900	148 900	148 900	148 900	148 900	148 900	148 900	148 900
<b>93 710</b>	<b>93 710</b>	<b>93 710</b>	<b>93 710</b>	<b>93 710</b>	<b>93 710</b>	<b>93 710</b>	<b>93 710</b>

	With-Project						
Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17
4 950	4 950	4 950	4 950	4 950	4 950	4 950	4 950
-	-	-	-	-	-	-	-
1 238	1 238	1 238	1 238	1 238	1 238	1 238	1 238
990	990	990	990	990	990	990	990
<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>	<b>3 960</b>

7 500	7 500	7 500	7 500	7 500	7 500	7 500	7 500
-	-	-	-	-	-	-	-
64	64	64	64	64	64	64	64
10%	10%	10%	10%	10%	10%	10%	10%





---



---

Y18	Y19	Y20
4 950	4 950	4 950
-	-	-
1 238	1 238	1 238
990	990	990
<b>3 960</b>	<b>3 960</b>	<b>3 960</b>

---

7 500	7 500	7 500
64	64	64
10%	10%	10%
62	62	62
57	57	57
62	62	62
62	62	62

Y18	Y19	Y20
792 000	792 000	792 000
<b>792 000</b>	<b>792 000</b>	<b>792 000</b>

-	-	-
-	-	-
-	-	-
-	-	-

525 000      525 000      525 000

-	-	-
1 280	1 280	1 280
79 200	79 200	79 200
4 950	4 950	4 950
7 920	7 920	7 920
<b>618 350</b>	<b>618 350</b>	<b>618 350</b>
<hr/>		
24 750	24 750	24 750
<b>24 750</b>	<b>24 750</b>	<b>24 750</b>
<hr/>		
<b>643 100</b>	<b>643 100</b>	<b>643 100</b>
<b>173 650</b>	<b>173 650</b>	<b>173 650</b>
148 900	148 900	148 900
<b>93 710</b>	<b>93 710</b>	<b>93 710</b>
<hr/>		

<hr/>		
<hr/>		
<b>Y18</b>	<b>Y19</b>	<b>Y20</b>
4 950	4 950	4 950
-	-	-
1 238	1 238	1 238
990	990	990
<b>3 960</b>	<b>3 960</b>	<b>3 960</b>
<hr/>		

7 500	7 500	7 500
-	-	-
64	64	64
10%	10%	10%

62	62	62
57	57	57

62	62	62
62	62	62

<b>Y18</b>	<b>Y19</b>	<b>Y20</b>
792 000	792 000	792 000
<b>792 000</b>	<b>792 000</b>	<b>792 000</b>

-	-	-
-	-	-
-	-	-
-	-	-

475 781	475 781	475 781
-	-	-
1 160	1 160	1 160
79 200	79 200	79 200
4 486	4 486	4 486
7 177	7 177	7 177
<b>567 804</b>	<b>567 804</b>	<b>567 804</b>

24 750	24 750	24 750
<b>24 750</b>	<b>24 750</b>	<b>24 750</b>
<b>592 554</b>	<b>592 554</b>	<b>592 554</b>
<b>224 196</b>	<b>224 196</b>	<b>224 196</b>
199 446	199 446	199 446
<b>150 791</b>	<b>150 791</b>	<b>150 791</b>

## South Sudan

### Sustainable Agricultural Development Project (SADEP)

Design Economic and Financial Analysis (EFA)

#### Ice Making Plant - 1.5 tonnes installed capacity - Financial Model

			Quantity WoP
	Unit	Unit Cost	YO
350	<b>Main Production</b>		
	Daily production	Kg	20.00
	Annual production	Kg	-
	<b>Total Production</b>		-

#### Investment Costs

Solar powered ice plant	No.	7 200 000	
-------------------------	-----	-----------	--

#### Operating Costs

Water	Mt	1 000	-
Plant maintenance (10%)	%		-
Maintenance of building	Ls	25 000	-
Annual License	Per/year	1 000	-

#### Labour Costs

Operator/Technician	Per/Month	15 000	
Cleaner	Per/Month	10 000	
Security	Per/Month	10 000	

		WoP
		YO
<b>Financial Budget</b>		
<b>Main Revenue</b>	SSP	-
<b>Total Revenue</b>	<b>SSP</b>	-
<b>Production Costs</b>		
<b>Investment Costs</b>		
Solar powered ice plant	SSP	-
<b>Total Investment Costs</b>	<b>SSP</b>	-

#### Operating Costs

Water	SSP	-
Plant maintenance (10%)	SSP	-
Maintenance of building	SSP	-
Annual License	SSP	-
<b>Total operating costs</b>	<b>SSP</b>	-

#### Labour Costs

Operator/Technician	SSP	-
---------------------	-----	---

Cleaner	SSP	-
Security	SSP	-
<b>Total Labour Costs</b>	SSP	-
<b>Total Production Costs</b>	SSP	-
<b>Net Income Before Labour Costs</b>	SSP	-
<b>Net Income After Labour Costs</b>	SSP	180 000
<b>Net Incremental Benefits</b>	SSP	

#### Profitability Indicators

Return to family labour	-
Discount rate	6%
NPV (SSP)	73 295 959
IRR	132%
PVb	104 702 863
PVc	29 342 318
B/C ratio	3.57
Switching values Benefits	(0.72)
Switching values Costs	2.57

	CF/Good	0.9062
<b>Ice Making Plant - 1.5 tonnes installed capacity - Econ Model</b>	CF/Labour	0.88

	Unit	Unit Cost	Quantity WoP Y0
<b>Main Production</b>			
Daily production	Kg	18	-
Annual production	Kg		-
<b>Total Production</b>			-

#### Investment Costs

Solar powered ice plant	No.	6 524 997	-
-------------------------	-----	-----------	---

#### Operating Costs

Water	Mt	906	-
Plant maintenance (10%)	%	-	-
Maintenance of building	Ls	22 656	-
Annual License	Per/year	906	-

#### Labour Costs

Operator/Technician	Per/Month	13 200	
Cleaner	Per/Month	8 800	
Security	Per/Month	8 800	

	WoP
<b>Financial Budget</b>	Y0

<b>Main Revenue</b>	SSP	-
<b>Total Revenue</b>	<b>SSP</b>	-
<b>Production Costs</b>		
<b>Investment Costs</b>		
Solar powered ice plant	SSP	-
<b>Total Investment Costs</b>	<b>SSP</b>	-
<b>Operating Costs</b>		
Water	SSP	-
Plant maintenance (10%)	SSP	-
Maintenance of building	SSP	-
Annual License	SSP	-
<b>Total operating costs</b>	<b>SSP</b>	-
<b>Labour Costs</b>		
Operator/Technician	SSP	-
Cleaner	SSP	-
Security	<b>SSP</b>	-
<b>Total Labour Costs</b>	SSP	-
<b>Total Production Costs</b>	SSP	-
<b>Net Income Before Labour Costs</b>	SSP	-
<b>Net Income After Labour Costs</b>	SSP	180 000
<b>Net Incremental Benefits</b>	<b>SSP</b>	

#### Profitability Indicators

<b>Return to family labour</b>	-
<b>Discount rate</b>	12%
<b>NPV (SSP)</b>	38 386 399
<b>IRR</b>	137%
<b>PVb</b>	59 898 709
<b>PVc</b>	20 167 810
<b>B/C ratio</b>	2.97
<b>Switching values Benefits</b>	(0.66)
<b>Switching values Costs</b>	1.97

#### Aggregation of benefits

##### Number of Ice making facilities to constructed

4

Incremental Benefits in Year 1

Incremental Benefits in Year 2

Incremental Benefits in Year 3

Incremental Benefits in Year 4

Incremental Benefits in Year 5

Incremental Benefits in Year 6

Incremental Benefits in Year 7

##### Average Incremental Benefits - SSP

						With-Project
Y1	Y2	Y3	Y4	Y5	Y6	
700	1 000	1 300	1 400	1 400	1 400	
245 000	350 000	455 000	490 000	490 000	490 000	
<b>245 000</b>	<b>350 000</b>	<b>455 000</b>	<b>490 000</b>	<b>490 000</b>	<b>490 000</b>	

1

800	800	800	800	800	800	800
10%	10%	10%	10%	10%	10%	10%
1	1	1	1	1	1	1
1	1	1	1	1	1	1
12	12	12	12	12	12	12
12	12	12	12	12	12	12
12	12	12	12	12	12	12

						With-Project
Y1	Y2	Y3	Y4	Y5	Y6	
4 900 000	7 000 000	9 100 000	9 800 000	9 800 000	9 800 000	
<b>4 900 000</b>	<b>7 000 000</b>	<b>9 100 000</b>	<b>9 800 000</b>	<b>9 800 000</b>	<b>9 800 000</b>	

7 200 000	-	-	-	-	-
<b>7 200 000</b>	-	-	-	-	-

800 000	800 000	800 000	800 000	800 000	800 000
720 000	720 000	720 000	720 000	720 000	720 000
25 000	25 000	25 000	25 000	25 000	25 000
1 000	1 000	1 000	1 000	1 000	1 000
<b>1 546 000</b>	<b>1 546 000</b>	<b>1 546 000</b>	<b>1 546 000</b>	<b>1 546 000</b>	<b>1 546 000</b>

180 000	180 000	180 000	180 000	180 000	180 000
---------	---------	---------	---------	---------	---------

120 000	120 000	120 000	120 000	120 000	120 000
120 000	120 000	120 000	120 000	120 000	120 000
<b>420 000</b>	<b>420 000</b>	<b>420 000</b>	<b>420 000</b>	<b>420 000</b>	<b>420 000</b>
<b>9 166 000</b>	<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>
<b>(3 846 000)</b>	<b>5 454 000</b>	<b>7 554 000</b>	<b>8 254 000</b>	<b>8 254 000</b>	<b>8 254 000</b>
(4 266 000)	5 034 000	7 134 000	7 834 000	7 834 000	7 834 000
<b>(4 446 000)</b>	<b>4 854 000</b>	<b>6 954 000</b>	<b>7 654 000</b>	<b>7 654 000</b>	<b>7 654 000</b>

<b>With-Project</b>					
<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Y6</b>
700	1 000	1 300	1 400	1 400	1 400
245 000	350 000	455 000	490 000	490 000	490 000
<b>245 000</b>	<b>350 000</b>	<b>455 000</b>	<b>490 000</b>	<b>490 000</b>	<b>490 000</b>
1					

800	800	800	800	800	800
10%	10%	10%	10%	10%	10%
1	1	1	1	1	1
1	1	1	1	1	1
12	12	12	12	12	12
12	12	12	12	12	12
12	12	12	12	12	12

<b>With-Project</b>					
<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Y6</b>



4 440 623	6 343 747	8 246 871	8 881 246	8 881 246	8 881 246
<b>4 440 623</b>	<b>6 343 747</b>	<b>8 246 871</b>	<b>8 881 246</b>	<b>8 881 246</b>	<b>8 881 246</b>

6 524 997	-	-	-	-	-
<b>6 524 997</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

725 000	725 000	725 000	725 000	725 000	725 000
444 062	634 375	824 687	888 125	888 125	888 125
22 656	22 656	22 656	22 656	22 656	22 656
906	906	906	906	906	906
<b>1 192 624</b>	<b>1 382 937</b>	<b>1 573 249</b>	<b>1 636 687</b>	<b>1 636 687</b>	<b>1 636 687</b>
158 400	158 400	158 400	158 400	158 400	158 400
105 600	105 600	105 600	105 600	105 600	105 600
105 600	105 600	105 600	105 600	105 600	105 600
<b>369 600</b>	<b>369 600</b>	<b>369 600</b>	<b>369 600</b>	<b>369 600</b>	<b>369 600</b>
<b>8 087 221</b>	<b>1 752 537</b>	<b>1 942 849</b>	<b>2 006 287</b>	<b>2 006 287</b>	<b>2 006 287</b>
<b>(3 276 998)</b>	<b>4 960 810</b>	<b>6 673 622</b>	<b>7 244 559</b>	<b>7 244 559</b>	<b>7 244 559</b>
(3 646 598)	4 591 210	6 304 022	6 874 959	6 874 959	6 874 959
<b>(3 826 598)</b>	<b>4 411 210</b>	<b>6 124 022</b>	<b>6 694 959</b>	<b>6 694 959</b>	<b>6 694 959</b>

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
	1	1	1	1	
(3 826 598)	(3 826 598)	(3 826 598)	(3 826 598)		
	4 411 210	4 411 210	4 411 210	4 411 210	
		6 124 022	6 124 022	6 124 022	6 124 022
			6 694 959	6 694 959	6 694 959
				6 694 959	6 694 959
					6 694 959
<b>(3 826 598)</b>	<b>292 306</b>	<b>2 236 211</b>	<b>3 350 898</b>	<b>5 981 288</b>	<b>6 552 225</b>



120 000	120 000	120 000	120 000	120 000	120 000	120 000
120 000	120 000	120 000	120 000	120 000	120 000	120 000
<b>420 000</b>	<b>420 000</b>	<b>420 000</b>	<b>420 000</b>	<b>420 000</b>	<b>420 000</b>	<b>420 000</b>
<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>
<b>8 254 000</b>	<b>8 254 000</b>	<b>8 254 000</b>	<b>8 254 000</b>	<b>8 254 000</b>	<b>8 254 000</b>	<b>8 254 000</b>
7 834 000	7 834 000	7 834 000	7 834 000	7 834 000	7 834 000	7 834 000
<b>7 654 000</b>	<b>7 654 000</b>	<b>7 654 000</b>	<b>7 654 000</b>	<b>7 654 000</b>	<b>7 654 000</b>	<b>7 654 000</b>

Y7	Y8	Y9	Y10	Y11	Y12	Y13
1 400	1 400	1 400	1 400	1 400	1 400	1 400
490 000	490 000	490 000	490 000	490 000	490 000	490 000
<b>490 000</b>	<b>490 000</b>	<b>490 000</b>	<b>490 000</b>	<b>490 000</b>	<b>490 000</b>	<b>490 000</b>

800	800	800	800	800	800	800
10%	10%	10%	10%	10%	10%	10%
1	1	1	1	1	1	1
1	1	1	1	1	1	1
12	12	12	12	12	12	12
12	12	12	12	12	12	12
12	12	12	12	12	12	12

Y7	Y8	Y9	Y10	Y11	Y12	Y13
----	----	----	-----	-----	-----	-----

8 881 246	8 881 246	8 881 246	8 881 246	8 881 246	8 881 246	8 881 246
<b>8 881 246</b>	<b>8 881 246</b>	<b>8 881 246</b>	<b>8 881 246</b>	<b>8 881 246</b>	<b>8 881 246</b>	<b>8 881 246</b>

-	-	-	-	-	-	-
-	-	-	-	-	-	-

725 000	725 000	725 000	725 000	725 000	725 000	725 000
888 125	888 125	888 125	888 125	888 125	888 125	888 125
22 656	22 656	22 656	22 656	22 656	22 656	22 656
906	906	906	906	906	906	906
<b>1 636 687</b>	<b>1 636 687</b>	<b>1 636 687</b>	<b>1 636 687</b>	<b>1 636 687</b>	<b>1 636 687</b>	<b>1 636 687</b>
158 400	158 400	158 400	158 400	158 400	158 400	158 400
105 600	105 600	105 600	105 600	105 600	105 600	105 600
105 600	105 600	105 600	105 600	105 600	105 600	105 600
<b>369 600</b>	<b>369 600</b>	<b>369 600</b>	<b>369 600</b>	<b>369 600</b>	<b>369 600</b>	<b>369 600</b>
<b>2 006 287</b>	<b>2 006 287</b>	<b>2 006 287</b>	<b>2 006 287</b>	<b>2 006 287</b>	<b>2 006 287</b>	<b>2 006 287</b>
<b>7 244 559</b>	<b>7 244 559</b>	<b>7 244 559</b>	<b>7 244 559</b>	<b>7 244 559</b>	<b>7 244 559</b>	<b>7 244 559</b>
6 874 959	6 874 959	6 874 959	6 874 959	6 874 959	6 874 959	6 874 959
<b>6 694 959</b>	<b>6 694 959</b>	<b>6 694 959</b>	<b>6 694 959</b>	<b>6 694 959</b>	<b>6 694 959</b>	<b>6 694 959</b>

**Year 7**

6 694 959
6 694 959
6 694 959
6 694 959
<b>6 694 959</b>



120 000	120 000	120 000	120 000	120 000	120 000	120 000
120 000	120 000	120 000	120 000	120 000	120 000	120 000
<b>420 000</b>	<b>420 000</b>	<b>420 000</b>	<b>420 000</b>	<b>420 000</b>	<b>420 000</b>	<b>420 000</b>
<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>	<b>1 966 000</b>
<b>8 254 000</b>	<b>8 254 000</b>	<b>8 254 000</b>	<b>8 254 000</b>	<b>8 254 000</b>	<b>8 254 000</b>	<b>8 254 000</b>
7 834 000	7 834 000	7 834 000	7 834 000	7 834 000	7 834 000	7 834 000
<b>7 654 000</b>	<b>7 654 000</b>	<b>7 654 000</b>	<b>7 654 000</b>	<b>7 654 000</b>	<b>7 654 000</b>	<b>7 654 000</b>

<b>With-Project</b>						
<b>Y14</b>	<b>Y15</b>	<b>Y16</b>	<b>Y17</b>	<b>Y18</b>	<b>Y19</b>	<b>Y20</b>
1 400	1 400	1 400	1 400	1 400	1 400	1 400
490 000	490 000	490 000	490 000	490 000	490 000	490 000
<b>490 000</b>	<b>490 000</b>	<b>490 000</b>	<b>490 000</b>	<b>490 000</b>	<b>490 000</b>	<b>490 000</b>

800	800	800	800	800	800	800
10%	10%	10%	10%	10%	10%	10%
1	1	1	1	1	1	1
1	1	1	1	1	1	1
12	12	12	12	12	12	12
12	12	12	12	12	12	12
12	12	12	12	12	12	12

<b>With-Project</b>						
<b>Y14</b>	<b>Y15</b>	<b>Y16</b>	<b>Y17</b>	<b>Y18</b>	<b>Y19</b>	<b>Y20</b>



**South Sudan****Sustainable Agricultural Development Project (SADEP)**

Design Economic and Financial Analysis (EFA)

Own Consum

Post Harvest

**Sorghum - Financial Model**

Assumptions and Parameters (1 Hectare)	Unit	Unit Cost	Quantity	
			WoP	
			Y0	Y1
Yields - Season 1 (Rainfed)	Kg	100.00	900	900
Yields - Season 2 (Irrigation)	Kg		900	900
Total Production	Kg		1 800	1 800
Own Consumption	Kg		630	1 260
Post Harvest Loses	Kg		360	270
<b>Net Production</b>			<b>1 440</b>	<b>1 530</b>

**Operating Costs**

Recycled Seed	Kg	300	5	5
Improved Seeds	Kg	800	-	

**Fertilizers**

Urea (50kg Nitrogen per Ha)	Kg	50		100
Insecticide	Ltrs	100		20
Packaging bags (80-85kg per bag)	Pcs	400	29	31
Harvesting knives	Pcs	300	2	5
Transport from field	Pcs	3 000	1	1

**Labour Budget**

Land clearing	Man/Days	400	10	8
Planting	Man/Days	400	10	5
Fertilizer application	Man/Days	600		6
Pesticide application	Man/Days	600		6
First weeding	Man/Days	400	15	10
Second weeding	Man/Days	400	10	10
Hand Irrigation	Man/Days	400	8	8
Harvesting	Man/Days	<b>400</b>	10	10
Drying	Man/Days	400	10	25
Sorting & Threshing	Man/Days	400	7	10
Packaging	Man/Days	400	7	10
Family days	Man/Days		87	96
Hired Days	Man/Days		-	12.0

		WoP	
Financial Budget		Y0	Y1
<b>Revenue</b>			
Sales (Hectare)	SSP	144 000	153 000
<b>Total Revenue</b>	<b>SSP</b>	<b>144 000</b>	<b>153 000</b>
<b>Production Costs</b>			



<b>Operating Costs</b>				
	Recycled Seed	SSP	1 500	1 500
	Improved Seeds	SSP	-	-
	Urea (50kg Nitrogen per Ha)	SSP	-	5 000
	Insecticide	SSP	-	2 000
	Packaging bags (80-85kg per bag)	SSP	11 520	12 240
	Harvesting knives	SSP	600	1 500
5%	Transport from field	SSP	3 000	3 000
	<b>Total Operating Costs</b>	<b>SSP</b>	<b>16 620</b>	<b>25 240</b>
<b>Labour Costs</b>				
	Land clearing	SSP	4 000	3 200
	Planting	SSP	4 000	2 000
	Fertilizer application	SSP	-	3 600
	Pesticide application	SSP	-	3 600
	First weeding	SSP	6 000	4 000
	Second weeding	SSP	4 000	4 000
	Hand Irrigation	SSP	3 200	3 200
	Harvesting	SSP	4 000	4 000
	Drying	SSP	4 000	10 000
	Sorting & Threshing	SSP	2 800	4 000
	Packaging	SSP	2 800	4 000
	<b>Total Labour Costs</b>	<b>SSP</b>	<b>34 800</b>	<b>45 600</b>
	<b>Total Production Costs</b>	<b>SSP</b>	<b>51 420</b>	<b>70 840</b>
	<b>Net Income Before Labour Costs</b>	<b>SSP</b>	<b>127 380</b>	<b>127 760</b>
	<b>Net Income After Labour Costs</b>	<b>SSP</b>	<b>92 580</b>	<b>82 160</b>
	<b>Net Incremental Benefits</b>	<b>SSP</b>		<b>(10 420)</b>

#### Profitability Indicators

Return to family labour	1 188
Discount rate	6%
NPV (SSP)	178 560
IRR	77%
PVb	2 247 217
PVc	1 006 772
B/C ratio	2.23
Switching values Benefits	(0.55)
Switching values Costs	1.23

CF/Good 0.9062

CF/Labour 0.88

#### Sorghum - Econ Model

Assumptions and Parameters (1 Hectare)	Unit	Unit Cost	Quantity	
			Y0	Y1
Yields - Season 1 (Rainfed)	Kg	91	900	900
Yields - Season 2 (Irrigation)	Kg		900	900
Total Production	Kg		1 800	1 800

Own Consumption	Kg	630	1 260
Post Harvest Loses	Kg	360	270
<b>Net Production</b>		<b>1 440</b>	<b>1 530</b>

### Operating Costs

Recycled Seed	Kg	272	5	5
Improved Seeds	Kg	725	-	-
<b>Fertilizers</b>		-		
Urea (50kg Nitrogen per Ha)	Kg	45	-	100
Insecticide	Ltrs	91	-	20
Packaging bags (80-85kg per bag)	Pcs	362	29	31
Harvesting knives	Pcs	272	2	5
Transport from field	Pcs	2 719	1	1

### Labour Budget

Land clearing	Man/Days	352	10	8
Planting	Man/Days	352	10	5
Fertilizer application	Man/Days	528	-	6
Pesticide application	Man/Days	528	-	6
First weeding	Man/Days	352	15	10
Second weeding	Man/Days	352	10	10
Hand Irrigation	Man/Days	352	8	8
Harvesting	Man/Days	352	10	10
Drying	Man/Days	352	10	25
Sorting & Threshing	Man/Days	352	7	10
Packaging	Man/Days	352	7	10
Family days	Man/Days		87	96
Hired Days	Man/Days		-	12.0

		WoP	
<b>Financial Budget</b>		<b>Y0</b>	<b>Y1</b>
<b>Revenue</b>			
Sales (Hectare)	SSP	130 500	138 656
<b>Total Revenue</b>	<b>SSP</b>	<b>130 500</b>	<b>138 656</b>
<b>Production Costs</b>			
<b>Operating Costs</b>			
Recycled Seed	SSP	1 359	1 359
Improved Seeds	SSP	-	-
Urea (50kg Nitrogen per Ha)	SSP	-	4 531
Insecticide	SSP	-	1 812
Packaging bags (80-85kg per bag)	SSP	10 440	11 092
Harvesting knives	SSP	544	1 359
5% Transport from field	SSP	2 719	2 719
<b>Total Operating Costs</b>	<b>SSP</b>	<b>15 062</b>	<b>22 874</b>
<b>Labour Costs</b>			
Land clearing	SSP	3 520	2 816

Planting	SSP	3 520	1 760
Fertilizer application	SSP	-	3 168
Pesticide application	SSP	-	3 168
First weeding	SSP	5 280	3 520
Second weeding	SSP	3 520	3 520
Hand Irrigation	SSP	2 816	2 816
Harvesting	SSP	3 520	3 520
Drying	SSP	3 520	8 800
Sorting & Threshing	SSP	2 464	3 520
Packaging	SSP	2 464	3 520
<b>Total Labour Costs</b>	SSP	<b>30 624</b>	<b>40 128</b>
<b>Total Production Costs</b>	SSP	<b>45 686</b>	<b>63 002</b>
<b>Net Income Before Labour Costs</b>	SSP	<b>115 438</b>	<b>115 782</b>
<b>Net Income After Labour Costs</b>	SSP	84 814	75 654
<b>Net Incremental Benefits</b>	SSP		<b>(9 160)</b>

#### Profitability Indicators

<b>Return to family labour</b>	1 093
<b>Discount rate</b>	12%
<b>NPV (SSP)</b>	95 524
<b>IRR</b>	81%
<b>PVb</b>	1 304 117
<b>PVc</b>	575 079
<b>B/C ratio</b>	2.27
<b>Switching values Benefits</b>	(0.56)
<b>Switching values Costs</b>	1.27







1 760	1 760	1 760	1 760	1 760	1 760	1 760	1 760	1 760
3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168
3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
2 816	2 816	2 816	2 816	2 816	2 816	2 816	2 816	2 816
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
10 560	10 560	10 560	10 560	10 560	10 560	10 560	10 560	10 560
5 280	7 040	8 800	8 800	8 800	8 800	8 800	8 800	8 800
5 280	7 040	8 800	8 800	8 800	8 800	8 800	8 800	8 800
<b>45 408</b>	<b>48 928</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>
<b>70 420</b>	<b>76 532</b>	<b>79 925</b>	<b>81 285</b>	<b>79 925</b>	<b>81 285</b>	<b>79 925</b>	<b>81 285</b>	<b>79 925</b>
<b>129 050</b>	<b>141 864</b>	<b>157 397</b>	<b>156 038</b>	<b>157 397</b>	<b>156 038</b>	<b>157 397</b>	<b>156 038</b>	<b>157 397</b>
83 642	92 936	104 949	103 590	104 949	103 590	104 949	103 590	104 949
<b>(1 172)</b>	<b>8 122</b>	<b>20 135</b>	<b>18 776</b>	<b>20 135</b>	<b>18 776</b>	<b>20 135</b>	<b>18 776</b>	<b>20 135</b>









1 760	1 760	1 760	1 760	1 760	1 760	1 760	1 760	1 760
3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168
3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
2 816	2 816	2 816	2 816	2 816	2 816	2 816	2 816	2 816
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
10 560	10 560	10 560	10 560	10 560	10 560	10 560	10 560	10 560
8 800	8 800	8 800	8 800	8 800	8 800	8 800	8 800	8 800
8 800	8 800	8 800	8 800	8 800	8 800	8 800	8 800	8 800
<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>
<b>81 285</b>	<b>79 925</b>	<b>81 285</b>	<b>79 925</b>	<b>81 285</b>	<b>79 925</b>	<b>81 285</b>	<b>79 925</b>	<b>81 285</b>
<b>156 038</b>	<b>157 397</b>	<b>156 038</b>	<b>157 397</b>	<b>156 038</b>	<b>157 397</b>	<b>156 038</b>	<b>157 397</b>	<b>156 038</b>
103 590	104 949	103 590	104 949	103 590	104 949	103 590	104 949	103 590
<b>18 776</b>	<b>20 135</b>	<b>18 776</b>	<b>20 135</b>	<b>18 776</b>	<b>20 135</b>	<b>18 776</b>	<b>20 135</b>	<b>18 776</b>

---

---

---

**Y20**

---

1 200

1 200

2 400

1 680

360

---

**2 040**

---

5

100

20

41

---

1

---

8

5

6

6

10

10

8

10

30

25

25

---

131

---

12.0

---

**Y20**

---

---

204 000

---

---

**204 000**

---

-  
4 000  
5 000  
2 000  
16 320

-  
3 000  
**30 320**

3 200  
2 000  
3 600  
3 600  
4 000  
4 000  
3 200  
4 000  
12 000  
10 000  
10 000  
**59 600**

**89 920**  
**173 680**  
114 080  
**21 500**

=====  
**Y20**

1 200  
1 200  
2 400

1 680

360

---

**2 040**

-

5

100

20

41

-

---

1

8

5

6

6

10

10

8

10

30

25

25

---

131

12.0

---

**Y20**

---

184 875

---

**184 875**

---

-

3 625

4 531

1 812

14 790

-

2 719

---

**27 477**

---

2 816

1 760

3 168

3 168

3 520

3 520

2 816

3 520

10 560

8 800

8 800

**52 448**

---

**79 925**

**157 397**

---

104 949

---

**20 135**

---

**South Sudan****Sustainable Agricultural Development Project (SADEP)**

Design Economic and Financial Analysis (EFA)

Own Consum

Post Harvest

**Sesame - Financial Model**

Assumptions and Parameters (1 Hectare)	Unit	Unit Cost	Quantity	
			Y0	Y1
Yields - Season 1 (Rainfed)	Kg	200.00	550	550
Yields - Season 2 (Irrigation)	Kg		550	550
Total Production	Kg		1 100	1 100
Own Consumption	Kg		220	440
Post Harvest Loses	Kg		193	220
<b>Net Production</b>			<b>908</b>	<b>880</b>

**Operating Costs**

Recycled Seed	Kg	400	50	50
Improved Seeds	Kg	1 000	-	

**Fertilizers**

Urea (50kg Nitrogen per Ha)	Kg	50		100
Insecticide	Ltrs	100		20
Packaging bags (50kg per bag)	Pcs	400	18	18
Harvesting knives	Pcs	300	2	5
Transport from field	Pcs	500	1	1

**Labour Budget**

Land clearing	Man/Days	400	10	8
Planting	Man/Days	400	10	5
Fertilizer application	Man/Days	600		6
Pesticide application	Man/Days	600		6
First weeding	Man/Days	400	15	10
Second weeding	Man/Days	400	10	10
Irrigation	Man/Days	400	8	8
Harvesting	Man/Days	<b>400</b>	10	10
Drying	Man/Days	400	10	25
Sorting	Man/Days	400	7	10
Packaging	Man/Days	400	7	10
Family days	Man/Days		87	96
Hired Days	Man/Days		-	12.0

		WoP	
		Y0	Y1
<b>Financial Budget</b>			
<b>Revenue</b>			
Sales (Hectare)	SSP	181 500	176 000
<b>Total Revenue</b>	<b>SSP</b>	<b>181 500</b>	<b>176 000</b>
<b>Production Costs</b>			



<b>Operating Costs</b>				
	Recycled Seed	SSP	20 000	20 000
	Improved Seeds	SSP	-	-
	Urea (50kg Nitrogen per Ha)	SSP	-	5 000
	Insecticide	SSP	-	2 000
	Packaging bags (50kg per bag)	SSP	7 260	7 040
	Harvesting knives	SSP	600	1 500
5%	Transport from field	SSP	500	500
	<b>Total Operating Costs</b>	<b>SSP</b>	<b>28 360</b>	<b>36 040</b>
<b>Labour Costs</b>				
	Land clearing	SSP	4 000	3 200
	Planting	SSP	4 000	2 000
	Fertilizer application	SSP	-	3 600
	Pesticide application	SSP	-	3 600
	First weeding	SSP	6 000	4 000
	Second weeding	SSP	4 000	4 000
	Irrigation	SSP	3 200	3 200
	Harvesting	SSP	4 000	4 000
	Drying	SSP	4 000	10 000
	Sorting	SSP	2 800	4 000
	Packaging	SSP	2 800	4 000
	<b>Total Labour Costs</b>	<b>SSP</b>	<b>34 800</b>	<b>45 600</b>
	<b>Total Production Costs</b>	<b>SSP</b>	<b>63 160</b>	<b>81 640</b>
	<b>Net Income Before Labour Costs</b>	<b>SSP</b>	<b>153 140</b>	<b>139 960</b>
	<b>Net Income After Labour Costs</b>	<b>SSP</b>	<b>118 340</b>	<b>94 360</b>
	<b>Net Incremental Benefits</b>	<b>SSP</b>		<b>(23 980)</b>

#### Profitability Indicators

Return to family labour	1 660
Discount rate	6%
NPV (SSP)	292 489
IRR	39%
PVb	3 072 742
PVc	1 422 903
B/C ratio	2.16
Switching values Benefits	(0.54)
Switching values Costs	1.16

CF/Good 0.9062

CF/Labour 0.88

#### Sesame - Economic Model

Assumptions and Parameters (1 Hectare)	Unit	Unit Cost	Quantity	
			Y0	Y1
Yields - Season 1 (Rainfed)	Kg	181	550	550
Yields - Season 2 (Irrigation)	Kg		550	550
Total Production	Kg		1 100	1 100

Own Consumption	Kg	220	440
Post Harvest Loses	Kg	193	220
<b>Net Production</b>		<b>908</b>	<b>880</b>

#### Operating Costs

Recycled Seed	Kg	362	50	50
Improved Seeds	Kg	906	-	-

#### Fertilizers

Urea (50kg Nitrogen per Ha)	Kg	45	-	100
Insecticide	Ltrs	91	-	20
Packaging bags (50kg per bag)	Pcs	362	18	18
Harvesting knives	Pcs	272	2	5
Transport from field	Pcs	453	1	1

#### Labour Budget

Land clearing	Man/Days	352	10	8
Planting	Man/Days	352	10	5
Fertilizer application	Man/Days	528	-	6
Pesticide application	Man/Days	528	-	6
First weeding	Man/Days	352	15	10
Second weeding	Man/Days	352	10	10
Irrigation	Man/Days	352	8	8
Harvesting	Man/Days	352	10	10
Drying	Man/Days	352	10	25
Sorting	Man/Days	352	7	10
Packaging	Man/Days	352	7	10
Family days	Man/Days		87	96
Hired Days	Man/Days		-	12.0

		WoP	
<b>Financial Budget</b>		<b>Y0</b>	<b>Y1</b>

#### Revenue

Sales (Hectare)	SSP	164 484	159 500
<b>Total Revenue</b>	<b>SSP</b>	<b>164 484</b>	<b>159 500</b>

#### Production Costs

##### Operating Costs

Recycled Seed	SSP	18 125	18 125
Improved Seeds	SSP	-	-
Urea (50kg Nitrogen per Ha)	SSP	-	4 531
Insecticide	SSP	-	1 812
Packaging bags (50kg per bag)	SSP	6 579	6 380
Harvesting knives	SSP	544	1 359
Transport from field	SSP	453	453
<b>Total Operating Costs</b>	<b>SSP</b>	<b>25 701</b>	<b>32 661</b>

##### Labour Costs

Land clearing	SSP	3 520	2 816
---------------	-----	-------	-------

5%

Planting	SSP	3 520	1 760
Fertilizer application	SSP	-	3 168
Pesticide application	SSP	-	3 168
First weeding	SSP	5 280	3 520
Second weeding	SSP	3 520	3 520
Irrigation	SSP	2 816	2 816
Harvesting	SSP	3 520	3 520
Drying	SSP	3 520	8 800
Sorting	SSP	2 464	3 520
Packaging	SSP	2 464	3 520
<b>Total Labour Costs</b>	SSP	<b>30 624</b>	<b>40 128</b>
<b>Total Production Costs</b>	SSP	<b>56 325</b>	<b>72 789</b>
<b>Net Income Before Labour Costs</b>	SSP	<b>138 783</b>	<b>126 839</b>
<b>Net Income After Labour Costs</b>	SSP	108 159	86 711
<b>Net Incremental Benefits</b>	SSP		<b>(21 448)</b>

#### Profitability Indicators

<b>Return to family labour</b>	1 521
<b>Discount rate</b>	12%
<b>NPV (SSP)</b>	138 581
<b>IRR</b>	40%
<b>PVb</b>	1 759 819
<b>PVc</b>	813 350
<b>B/C ratio</b>	2.16
<b>Switching values Benefits</b>	(0.54)
<b>Switching values Costs</b>	1.16







1 760	1 760	1 760	1 760	1 760	1 760	1 760	1 760	1 760
3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168
3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
2 816	2 816	2 816	2 816	2 816	2 816	2 816	2 816	2 816
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
10 560	10 560	10 560	10 560	10 560	10 560	10 560	10 560	10 560
5 280	7 040	8 800	8 800	8 800	8 800	8 800	8 800	8 800
5 280	7 040	8 800	8 800	8 800	8 800	8 800	8 800	8 800
<b>45 408</b>	<b>48 928</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>
<b>105 057</b>	<b>110 517</b>	<b>114 997</b>	<b>116 357</b>	<b>114 997</b>	<b>116 357</b>	<b>114 997</b>	<b>116 357</b>	<b>114 997</b>
<b>128 851</b>	<b>141 411</b>	<b>198 451</b>	<b>197 091</b>	<b>198 451</b>	<b>197 091</b>	<b>198 451</b>	<b>197 091</b>	<b>198 451</b>
83 443	92 483	146 003	144 643	146 003	144 643	146 003	144 643	146 003
<b>(24 716)</b>	<b>(15 676)</b>	<b>37 843</b>	<b>36 484</b>	<b>37 843</b>	<b>36 484</b>	<b>37 843</b>	<b>36 484</b>	<b>37 843</b>









1 760	1 760	1 760	1 760	1 760	1 760	1 760	1 760	1 760
3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168
3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
2 816	2 816	2 816	2 816	2 816	2 816	2 816	2 816	2 816
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
10 560	10 560	10 560	10 560	10 560	10 560	10 560	10 560	10 560
8 800	8 800	8 800	8 800	8 800	8 800	8 800	8 800	8 800
8 800	8 800	8 800	8 800	8 800	8 800	8 800	8 800	8 800
<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>
<b>116 357</b>	<b>114 997</b>	<b>116 357</b>	<b>114 997</b>	<b>116 357</b>	<b>114 997</b>	<b>116 357</b>	<b>114 997</b>	<b>116 357</b>
<b>197 091</b>	<b>198 451</b>	<b>197 091</b>	<b>198 451</b>	<b>197 091</b>	<b>198 451</b>	<b>197 091</b>	<b>198 451</b>	<b>197 091</b>
144 643	146 003	144 643	146 003	144 643	146 003	144 643	146 003	144 643
<b>36 484</b>	<b>37 843</b>	<b>36 484</b>	<b>37 843</b>	<b>36 484</b>	<b>37 843</b>	<b>36 484</b>	<b>37 843</b>	<b>36 484</b>

---

---

---

**Y20**

---

900

900

1 800

720

360

---

**1 440**

---

50

100

20

29

---

1

---

8

5

6

6

10

10

8

10

30

25

25

---

131

---

12.0

---

**Y20**

---

---

288 000

---

---

**288 000**

---

-  
50 000  
5 000  
2 000  
11 520

-  
500  
**69 020**

3 200  
2 000  
3 600  
3 600  
4 000  
4 000  
3 200  
4 000  
12 000  
10 000  
10 000  
**59 600**

**128 620**  
**218 980**  
159 380  
**41 040**

=====  
**Y20**

900  
900  
1 800

720

360

**1 440**

-

50

100

20

29

-

1

8

5

6

6

10

10

8

10

30

25

25

131

12.0

**Y20**

261 000

**261 000**

-

45 312

4 531

1 812

10 440

-

453

**62 549**

2 816

1 760

3 168

3 168

3 520

3 520

2 816

3 520

10 560

8 800

8 800

**52 448**

---

**114 997**

**198 451**

146 003

---

**37 843**

**South Sudan****Sustainable Agricultural Development Project (SADEP)**

Design Economic and Financial Analysis (EFA)

Own Consum

Post Harvest

**Groundnuts - Financial Model**

Assumptions and Parameters (1 Hectare)	Unit	Unit Cost	Quantity	
			Y0	Y1
Yields - Season 1 (Rainfed)	Kg	150.00	700	700
Yields - Season 2 (Irrigation)	Kg		700	700
Total Production	Kg		1 400	1 400
Own Consumption	Kg		350	700
Post Harvest Loses	Kg		280	210
<b>Net Production</b>			<b>1 120</b>	<b>1 190</b>

**Operating Costs**

Recycled Seed	Kg	200	50	50
Improved Seeds	Kg	300	-	50

**Fertilizers**

Urea (50kg Nitrogen per Ha)	Kg	50		100
Insecticide	Ltrs	100		20
Packaging bags (80-85kg per bag)	Pcs	400	22	24
Harvesting knives	Pcs	300	2	5
Transport from field	Pcs	500	1	1

**Labour Budget**

Land clearing	Man/Days	400	10	8
Planting	Man/Days	400	10	5
Fertilizer application	Man/Days	600		6
Pesticide application	Man/Days	600		6
First weeding	Man/Days	400	15	10
Second weeding	Man/Days	400	10	10
Irrigation	Man/Days	400	8	8
Harvesting	Man/Days	<b>400</b>	10	10
Drying	Man/Days	400	10	25
Shelling and Sorting	Man/Days	400	7	10
Packaging	Man/Days	400	7	10
Family days	Man/Days		87	96
Hired Days	Man/Days		-	12.0

		WoP	
		Y0	Y1
<b>Financial Budget</b>			
<b>Revenue</b>			
Sales (Hectare)	SSP	168 000	178 500
<b>Total Revenue</b>	<b>SSP</b>	<b>168 000</b>	<b>178 500</b>
<b>Production Costs</b>			



<b>Operating Costs</b>				
	Recycled Seed	SSP	10 000	10 000
	Improved Seeds	SSP	-	-
	Urea (50kg Nitrogen per Ha)	SSP	-	5 000
	Insecticide	SSP	-	2 000
	Packaging bags (80-85kg per bag)	SSP	8 960	9 520
	Harvesting knives	SSP	600	1 500
5%	Transport from field	SSP	500	500
	<b>Total Operating Costs</b>	<b>SSP</b>	<b>20 060</b>	<b>33 520</b>
<b>Labour Costs</b>				
	Land clearing	SSP	4 000	3 200
	Planting	SSP	4 000	2 000
	Fertilizer application	SSP	-	3 600
	Pesticide application	SSP	-	3 600
	First weeding	SSP	6 000	4 000
	Second weeding	SSP	4 000	4 000
	Irrigation	SSP	3 200	3 200
	Harvesting	SSP	4 000	4 000
	Drying	SSP	4 000	10 000
	Shelling and Sorting	SSP	2 800	4 000
	Packaging	SSP	2 800	4 000
	<b>Total Labour Costs</b>	<b>SSP</b>	<b>34 800</b>	<b>45 600</b>
	<b>Total Production Costs</b>	<b>SSP</b>	<b>54 860</b>	<b>79 120</b>
	<b>Net Income Before Labour Costs</b>	<b>SSP</b>	<b>147 940</b>	<b>144 980</b>
	<b>Net Income After Labour Costs</b>	<b>SSP</b>	<b>113 140</b>	<b>99 380</b>
	<b>Net Incremental Benefits</b>	<b>SSP</b>		<b>(13 760)</b>

#### Profitability Indicators

Return to family labour	2 162
Discount rate	6%
NPV (SSP)	868 452
IRR	229%
PVb	3 267 260
PVc	1 101 101
B/C ratio	2.97
Switching values Benefits	(0.66)
Switching values Costs	1.97

CF/Good 0.9062

CF/Labour 0.88

#### Groundnuts - Economic Model

Assumptions and Parameters (1 Hectare)	Unit	Unit Cost	Quantity	
			Y0	Y1
Yields - Season 1 (Rainfed)	Kg	136	700	700
Yields - Season 2 (Irrigation)	Kg		700	700
Total Production	Kg		1 400	1 400

Own Consumption	Kg	350	700
Post Harvest Loses	Kg	280	210
<b>Total Production</b>		<b>1 120</b>	<b>1 190</b>

### Operating Costs

Recycled Seed	Kg	181	50	50
Improved Seeds	Kg	272	-	

### Fertilizers

Urea (50kg Nitrogen per Ha)	Kg	45	-	100
Insecticide	Ltrs	91	-	20
Packaging bags (80-85kg per bag)	Pcs	362	22	24
Harvesting knives	Pcs	272	2	5
Transport from field	Pcs	453	1	1

### Labour Budget

Land clearing	Man/Days	352	10	8
Planting	Man/Days	352	10	5
Fertilizer application	Man/Days	528	-	6
Pesticide application	Man/Days	528	-	6
First weeding	Man/Days	352	15	10
Second weeding	Man/Days	352	10	10
Irrigation	Man/Days	352	8	8
Harvesting	Man/Days	352	10	10
Drying	Man/Days	352	10	25
Shelling and Sorting	Man/Days	352	7	10
Packaging	Man/Days	352	7	10
Family days	Man/Days		87	96
Hired Days	Man/Days		-	12.0

		WoP	
<b>Financial Budget</b>		<b>Y0</b>	<b>Y1</b>
<b>Revenue</b>			
Sales (Hectare)	SSP	152 250	161 766
<b>Total Revenue</b>	<b>SSP</b>	<b>152 250</b>	<b>161 766</b>
<b>Production Costs</b>			
<b>Operating Costs</b>			
Recycled Seed	SSP	9 062	9 062
Improved Seeds	SSP	-	-
Urea (50kg Nitrogen per Ha)	SSP	-	4 531
Insecticide	SSP	-	1 812
Packaging bags (80-85kg per bag)	SSP	8 120	8 627
Harvesting knives	SSP	544	1 359
5% Transport from field	SSP	453	453
<b>Total Operating Costs</b>	<b>SSP</b>	<b>18 179</b>	<b>30 377</b>
<b>Labour Costs</b>			
Land clearing	SSP	3 520	2 816

Planting	SSP	3 520	1 760
Fertilizer application	SSP	-	3 168
Pesticide application	SSP	-	3 168
First weeding	SSP	5 280	3 520
Second weeding	SSP	3 520	3 520
Irrigation	SSP	2 816	2 816
Harvesting	SSP	3 520	3 520
Drying	SSP	3 520	8 800
Shelling and Sorting	SSP	2 464	3 520
Packaging	SSP	2 464	3 520
<b>Total Labour Costs</b>	SSP	<b>30 624</b>	<b>40 128</b>
<b>Total Production Costs</b>	SSP	<b>48 803</b>	<b>70 505</b>
<b>Net Income Before Labour Costs</b>	SSP	<b>134 071</b>	<b>131 388</b>
<b>Net Income After Labour Costs</b>	SSP	103 447	91 260
<b>Net Incremental Benefits</b>	SSP		<b>(12 186)</b>

#### Profitability Indicators

<b>Return to family labour</b>	1 976
<b>Discount rate</b>	12%
<b>NPV (SSP)</b>	468 049
<b>IRR</b>	236%
<b>PVb</b>	1 870 825
<b>PVc</b>	630 088
<b>B/C ratio</b>	2.97
<b>Switching values Benefits</b>	(0.66)
<b>Switching values Costs</b>	1.97







1 760	1 760	1 760	1 760	1 760	1 760	1 760	1 760	1 760
3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168
3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
2 816	2 816	2 816	2 816	2 816	2 816	2 816	2 816	2 816
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
10 560	10 560	10 560	10 560	10 560	10 560	10 560	10 560	10 560
5 280	7 040	8 800	8 800	8 800	8 800	8 800	8 800	8 800
5 280	7 040	8 800	8 800	8 800	8 800	8 800	8 800	8 800
<b>45 408</b>	<b>48 928</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>
<b>76 275</b>	<b>83 003</b>	<b>87 629</b>	<b>88 988</b>	<b>87 629</b>	<b>88 988</b>	<b>87 629</b>	<b>88 988</b>	<b>87 629</b>
<b>165 563</b>	<b>197 019</b>	<b>242 132</b>	<b>240 772</b>	<b>242 132</b>	<b>240 772</b>	<b>242 132</b>	<b>240 772</b>	<b>242 132</b>
120 155	148 091	189 684	188 324	189 684	188 324	189 684	188 324	189 684
<b>16 708</b>	<b>44 644</b>	<b>86 237</b>	<b>84 878</b>	<b>86 237</b>	<b>84 878</b>	<b>86 237</b>	<b>84 878</b>	<b>86 237</b>









1 760	1 760	1 760	1 760	1 760	1 760	1 760	1 760	1 760
3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168
3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168	3 168
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
2 816	2 816	2 816	2 816	2 816	2 816	2 816	2 816	2 816
3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520	3 520
10 560	10 560	10 560	10 560	10 560	10 560	10 560	10 560	10 560
8 800	8 800	8 800	8 800	8 800	8 800	8 800	8 800	8 800
8 800	8 800	8 800	8 800	8 800	8 800	8 800	8 800	8 800
<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>
<b>88 988</b>	<b>87 629</b>	<b>88 988</b>	<b>87 629</b>	<b>88 988</b>	<b>87 629</b>	<b>88 988</b>	<b>87 629</b>	<b>88 988</b>
<b>240 772</b>	<b>242 132</b>	<b>240 772</b>	<b>242 132</b>	<b>240 772</b>	<b>242 132</b>	<b>240 772</b>	<b>242 132</b>	<b>240 772</b>
188 324	189 684	188 324	189 684	188 324	189 684	188 324	189 684	188 324
<b>84 878</b>	<b>86 237</b>	<b>84 878</b>	<b>86 237</b>	<b>84 878</b>	<b>86 237</b>	<b>84 878</b>	<b>86 237</b>	<b>84 878</b>

---

---

---

**Y20**

---

1 200

1 200

2 400

1 200

360

---

**2 040**

---

50

100

20

41

---

1

---

8

5

6

6

10

10

8

10

30

25

25

---

131

---

12.0

---

**Y20**

---

---

306 000

---

---

**306 000**

---

-  
15 000  
5 000  
2 000  
16 320

-  
500  
**38 820**

3 200  
2 000  
3 600  
3 600  
4 000  
4 000  
3 200  
4 000  
12 000  
10 000  
10 000  
**59 600**

**98 420**  
**267 180**  
207 580  
**94 440**

=====  
**Y20**

1 200  
1 200  
2 400

1 200

360

---

**2 040**

-

50

100

20

41

-

1

---

8

5

6

6

10

10

8

10

30

25

25

---

131

12.0

---

**Y20**

---

277 312

---

**277 312**

---

-

13 594

4 531

1 812

14 790

-

453

---

**35 181**

---

2 816

1 760

3 168

3 168

3 520

3 520

2 816

3 520

10 560

8 800

8 800

**52 448**

---

---

**87 629**

**242 132**

---

189 684

---

**86 237**

---

## South Sudan

### Sustainable Agricultural Development Project (SADEP)

Design Economic and Financial Analysis (EFA)

#### Off-farm - Groundnut processing (Small Scale producer) - Financial Analysis

<b>Assumptions and parameters</b>		
Groundnut grain purchase price	SSP/Kg	150.00
Clean/Roasted Grain selling price	SSP/Kg	400.00
Groundnuts flour selling price	SSP/Kg	350.00
Groundnut paste selling price	SSP/Kg	350.00

<b>Assumptions and Parameters</b>	<b>Unit</b>	<b>Unit Cost</b>
Purchase of Groundnuts per year	Kg	150
10% Own consumption	Kg	
5% Production losses	Kg	
<b>Net Production of losses</b>		<b>Kg</b>
50% Sales - Clean/Roasted Grains	Kg	400.00
30% Sales - Flour	Kg	350.00
20% Sales - Paste	Kg	350.00

#### Investment costs

Small scale processing unit (grinder and roaster)	60 000
---	--------

#### Operating Costs

Rent	Month	1 000
Electricity	Month	1 200
License fees	Year	5 000
Packaging Materials	Month	25 000
Maintenance and repair (5% of investment)	%	
Transportation	Kg	

#### Labour Costs

Labour for Packaging and Labeling	Per/Day	400
Family days	Per/Day	

#### Financial Budget

##### Revenue

Sales - Clean/Roasted Grains
Sales - Flour
Sales - Paste

<b>Total Revenue</b>	<b>SSP</b>
----------------------	------------

##### Production Costs

##### Investment Costs

Small scale processing unit (grinder and roaster)	SSP
---	-----

<b>Total Investment Costs</b>	<b>SSP</b>
-------------------------------	------------



**Operating Costs**

Rent	SSP
Electricity	SSP
License fees	SSP
Packaging Materials	SSP
Maintenance and repair (5% of investment)	SSP
Transportation	
Groundnuts Purchase	SSP
<b>Sub-total operating costs</b>	<b>SSP</b>

**Labour Costs**

Labour for Packaging and Labeling	SSP
<b>Total Labour Costs</b>	<b>SSP</b>

<b>Total Production Costs</b>	<b>SSP</b>
<b>Net Income Before Labour Costs</b>	<b>SSP</b>
<b>Net Income After Labour Costs</b>	<b>SSP</b>
<b>Net Incremental Benefits</b>	<b>SSP</b>

**Profitability Indicators**

Return to family labour	2 274
Discount rate	6%
NPV (SSP)	425 366
IRR	32%
PVb	8 050 093
PVc	7 063 290
B/C ratio	1.14

**Off-farm - Groundnut processing (Small Scale producer) - Financial Analysis**

<b>Assumptions and parameters</b>		
Groundnut grain purchase price	SSP/Kg	135.94
Clean/Roasted Grain selling price	SSP/Kg	362.50
Groundnuts flour selling price	SSP/Kg	317.19
Groundnut paste selling price	SSP/Kg	317.19

<b>Assumptions and Parameters</b>		<b>Unit</b>	<b>Unit Cost</b>
	Purchase of Groundnuts per year	Kg	136
10%	Own consumption	Kg	
5%	Production losses	Kg	
<b>Net Production of losses</b>		<b>Kg</b>	
50%	Sales - Clean/Roasted Grains	Kg	362.50
30%	Sales - Flour	Kg	317.19
20%	Sales - Paste	Kg	317.19

### Investment costs

Small scale processing unit (grinder and roaster)	54 375
---	--------

### Operating Costs

Rent	Month	906
Electricity	Month	1 087
License fees	Year	4 531
Packaging Materials	Month	22 656
Maintenance and repair (5% of investment)	%	
Transportation	Kg	

### Labour Costs

Labour for Packaging and Labeling	Per/Day	362
Family days	Per/Day	

---

### Financial Budget

---

#### Revenue

Sales - Clean/Roasted Grains
Sales - Flour
Sales - Paste

---

<b>Total Revenue</b>	<b>SSP</b>
----------------------	------------

---

#### Production Costs

##### Investment Costs

Small scale processing unit (grinder and roaster)	SSP
<b>Total Investment Costs</b>	<b>SSP</b>

---

##### Operating Costs

Rent	SSP
Electricity	SSP
License fees	SSP
Packaging Materials	SSP
Maintenance and repair (5% of investment)	SSP
Transportation	
Groundnuts Purchase	SSP
<b>Sub-total operating costs</b>	<b>SSP</b>

---

##### Labour Costs

Labour for Packaging and Labeling	SSP
<b>Total Labour Costs</b>	<b>SSP</b>

---

---

<b>Total Production Costs</b>	<b>SSP</b>
-------------------------------	------------

<b>Net Income Before Labour Costs</b>	<b>SSP</b>
---------------------------------------	------------

<b>Net Income After Labour Costs</b>	<b>SSP</b>
--------------------------------------	------------

---

<b>Net Incremental Benefits</b>	<b>SSP</b>
---------------------------------	------------

---

### Profitability Indicators

Return to family labour	2 061
Discount rate	12%

NPV (SSP)	192 291
IRR	32%
PVb	4 674 480
PVc	3 929 428
B/C ratio	1.19

WoP	With-Project						
Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7
-	1 190	2 040	2 040	2 040	2 040	2 040	2 040
-	119	204	204	204	204	204	204
-	60	102	102	102	102	102	102
-	<b>1 131</b>	<b>1 938</b>	<b>1 938</b>	<b>1 938</b>	<b>1 938</b>	<b>1 938</b>	<b>1 938</b>
-	565	969	969	969	969	969	969
-	339	581	581	581	581	581	581
-	226	388	388	388	388	388	388

1

12	12	12	12	12	12	12	12
12	12	12	12	12	12	12	12
1	1	1	1	1	1	1	1
12	12	12	12	12	12	12	12
5%	5%	5%	5%	5%	5%	5%	5%
3	3	3	3	3	3	3	3
30	30	30	30	30	30	30	30
30	30	30	30	30	30	30	30

WoP	With-Project						
Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7
	226 100	387 600	387 600	387 600	387 600	387 600	387 600
	118 703	203 490	203 490	203 490	203 490	203 490	203 490
	79 135	135 660	135 660	135 660	135 660	135 660	135 660
-	<b>423 938</b>	<b>726 750</b>	<b>726 750</b>	<b>726 750</b>	<b>726 750</b>	<b>726 750</b>	<b>726 750</b>

	60 000						
-	60 000	-	-	-	-	-	-

12 000	12 000	12 000	12 000	12 000	12 000	12 000	12 000
14 400	14 400	14 400	14 400	14 400	14 400	14 400	14 400
5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000
300 000	300 000	300 000	300 000	300 000	300 000	300 000	300 000
3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000
3 570	6 120	6 120	6 120	6 120	6 120	6 120	6 120
178 500	306 000	306 000	306 000	306 000	306 000	306 000	306 000
<b>516 470</b>	<b>646 520</b>	<b>646 520</b>	<b>646 520</b>	<b>646 520</b>	<b>646 520</b>	<b>646 520</b>	<b>646 520</b>

12 000	12 000	12 000	12 000	12 000	12 000	12 000	12 000
-	<b>12 000</b>	<b>12 000</b>	<b>12 000</b>	<b>12 000</b>	<b>12 000</b>	<b>12 000</b>	<b>12 000</b>

-	<b>588 470</b>	<b>658 520</b>	<b>658 520</b>	<b>658 520</b>	<b>658 520</b>	<b>658 520</b>	<b>658 520</b>
-	<b>(152 533)</b>	<b>80 230</b>	<b>80 230</b>	<b>80 230</b>	<b>80 230</b>	<b>80 230</b>	<b>80 230</b>
12 000	<b>(164 533)</b>	68 230	68 230	68 230	68 230	68 230	68 230
	<b>(176 533)</b>	<b>56 230</b>	<b>56 230</b>	<b>56 230</b>	<b>56 230</b>	<b>56 230</b>	<b>56 230</b>

CF/Goods            0.906  
CF/Labour            0.880

3.26

WoP	With-Project						
Y0	Y1	Y2	Y3	Y4	Y5	Y6	Y7
-	1 190	2 040	2 040	2 040	2 040	2 040	2 040
-	119	204	204	204	204	204	204
-	60	102	102	102	102	102	102
-	<b>1 131</b>	<b>1 938</b>	<b>1 938</b>	<b>1 938</b>	<b>1 938</b>	<b>1 938</b>	<b>1 938</b>
-	565	969	969	969	969	969	969
-	339	581	581	581	581	581	581
-	226	388	388	388	388	388	388















---

---

Y17	Y18	Y19	Y20
2 040	2 040	2 040	2 040
204	204	204	204
102	102	102	102
<b>1 938</b>	<b>1 938</b>	<b>1 938</b>	<b>1 938</b>
969	969	969	969
581	581	581	581
388	388	388	388

---

12	12	12	12
12	12	12	12
1	1	1	1
12	12	12	12
5%	5%	5%	5%
3	3	3	3
30	30	30	30
30	30	30	30

Y17	Y18	Y19	Y20
387 600	387 600	387 600	387 600
203 490	203 490	203 490	203 490
135 660	135 660	135 660	135 660
<b>726 750</b>	<b>726 750</b>	<b>726 750</b>	<b>726 750</b>

---

---

- - - -

12 000	12 000	12 000	12 000
14 400	14 400	14 400	14 400
5 000	5 000	5 000	5 000
300 000	300 000	300 000	300 000
3 000	3 000	3 000	3 000
6 120	6 120	6 120	6 120
306 000	306 000	306 000	306 000
<b>646 520</b>	<b>646 520</b>	<b>646 520</b>	<b>646 520</b>

12 000	12 000	12 000	12 000
<b>12 000</b>	<b>12 000</b>	<b>12 000</b>	<b>12 000</b>

<b>658 520</b>	<b>658 520</b>	<b>658 520</b>	<b>658 520</b>
<b>80 230</b>	<b>80 230</b>	<b>80 230</b>	<b>80 230</b>
68 230	68 230	68 230	68 230
<b>56 230</b>	<b>56 230</b>	<b>56 230</b>	<b>56 230</b>

---

<b>Y17</b>	<b>Y18</b>	<b>Y19</b>	<b>Y20</b>
2 040	2 040	2 040	2 040
204	204	204	204
102	102	102	102
<b>1 938</b>	<b>1 938</b>	<b>1 938</b>	<b>1 938</b>
969	969	969	969
581	581	581	581
388	388	388	388

---

12	12	12	12
12	12	12	12
1	1	1	1
12	12	12	12
5%	5%	5%	5%
3	3	3	3
30	30	30	30
30	30	30	30

Y17	Y18	Y19	Y20
351 262	351 262	351 262	351 262
184 413	184 413	184 413	184 413
122 942	122 942	122 942	122 942
<b>658 617</b>	<b>658 617</b>	<b>658 617</b>	<b>658 617</b>

---

-	-	-	-
10 875	10 875	10 875	10 875
13 050	13 050	13 050	13 050
4 531	4 531	4 531	4 531
271 875	271 875	271 875	271 875
2 719	2 719	2 719	2 719
5 546	5 546	5 546	5 546
277 312	277 312	277 312	277 312
<b>585 908</b>	<b>585 908</b>	<b>585 908</b>	<b>585 908</b>
10 875	10 875	10 875	10 875
<b>10 875</b>	<b>10 875</b>	<b>10 875</b>	<b>10 875</b>

<b>596 783</b>	<b>596 783</b>	<b>596 783</b>	<b>596 783</b>
<b>72 708</b>	<b>72 708</b>	<b>72 708</b>	<b>72 708</b>
61 833	61 833	61 833	61 833
<b>50 958</b>	<b>50 958</b>	<b>50 958</b>	<b>50 958</b>

## South Sudan

### Sustainable Agricultural Development Project (SADEP)

Design Economic and Financial Analysis (EFA)

Farm Model - Intercropping

#### Cropping Patterns

Sorghum	40%
Sesame	30%
Groundnuts	30%

			Quantity		
			WoP		
	Main Production	Unit	Unit Cost	Y0	Y1
30%	Sorghum	Kg	100	720	720
40%	Sesame	Kg	200	330	330
30%	Groundnuts	Kg	150	420	420
<b>Own Consumption</b>					
	Sorghum	Kg		252	504
	Sesame	Kg		66	132
	Groundnuts	Kg		105	210
<b>Post Harvest Loses</b>					
	Sorghum	Kg		144	108
	Sesame	Kg		58	66
	Groundnuts	Kg		84	63
<b>Net Production</b>					
	Sorghum	Kg		576	612
	Sesame	Kg		272	264
	Groundnuts	Kg		336	357
<b>Total Production</b>				1 184	1 233
<b>Operating Costs</b>					
<b>Recycled Seed</b>		Kg			
	Sorghum	Kg	300	2	2
	Sesame	Kg	400	15	15
	Groundnuts	Kg	200	15	15
<b>Improved Seeds</b>		Kg			
	Sorghum	Kg	800	-	50
	Sesame	Kg	1 000	-	-
	Groundnuts	Kg	300	-	-

#### Labour Budget

##### Family Labour

Sorghum	Man/Days	400	35	38
Sesame	Man/Days	400	26	29
Groundnuts	Man/Days	400	26	29

##### Hired Labour

Sorghum	Man/Days	600	-	5
Sesame	Man/Days	600	-	4
Groundnuts	Man/Days	600	-	4
<hr/>				
Family days	Man/Days		87	96
Hired Days	Man/Days		-	12.0

		WoP	
<b>Financial Budget</b>		<b>Y0</b>	<b>Y1</b>
<b>Revenue</b>			
<b>Sales (Hectare)</b>			
Sorghum	SSP	57 600	61 200
Sesame	SSP	54 450	52 800
Groundnuts	SSP	50 400	53 550
<b>Total Revenue</b>	<b>SSP</b>	<b>162 450</b>	<b>167 550</b>

### Production Costs

#### Operating Costs

Recycled Seed	SSP		
Sorghum	SSP	600	600
Sesame	SSP	6 000	6 000
Groundnuts	SSP	3 000	3 000

#### Improved Seeds

Sorghum	SSP	-	40 000
Sesame	SSP	-	-
Groundnuts	SSP	-	-

#### Other Operating Costs

Sorghum	SSP	6 048	9 496
Sesame	SSP	2 508	4 812
Groundnuts	SSP	3 018	7 056
<b>Total Operating Costs</b>	<b>SSP</b>	<b>21 174</b>	<b>70 964</b>

#### Labour Costs

##### Family Labour

Sorghum	SSP	13 920	15 360
Sesame	SSP	10 440	11 520
Groundnuts	SSP	10 440	11 520

##### Hired Labour

Sorghum	SSP	-	2 880
Sesame	SSP	-	2 160
Groundnuts	SSP	-	2 160

<b>Total Labour Costs</b>	<b>SSP</b>	<b>34 800</b>	<b>45 600</b>
---------------------------	------------	---------------	---------------

<b>Total Production Costs</b>	<b>SSP</b>	<b>55 974</b>	<b>116 564</b>
-------------------------------	------------	---------------	----------------

<b>Net Income Before Labour Costs</b>	<b>SSP</b>	<b>141 276</b>	<b>96 586</b>
---------------------------------------	------------	----------------	---------------

<b>Net Income After Labour Costs</b>	<b>SSP</b>	<b>106 476</b>	<b>50 986</b>
--------------------------------------	------------	----------------	---------------

<b>Net Incremental Benefits</b>	<b>SSP</b>		<b>(55 490)</b>
---------------------------------	------------	--	-----------------

### Profitability Indicators



<b>Return to family labour</b>	1 622
<b>Discount rate</b>	6%
<b>NPV (SSP)</b>	381 970
<b>IRR</b>	45%
<b>PVb</b>	2 800 887
<b>PVc</b>	1 197 646
<b>B/C ratio</b>	2.34
<b>Switching values Benefits</b>	(0.57)
<b>Switching values Costs</b>	1.34

CF/Good 0.9062

CF/Labour 0.88

			Quantity		
			WoP		
	Main Production	Unit	Unit Cost	Y0	Y1
30%	Sorghum	Kg	91	720	720
40%	Sesame	Kg	181	330	330
30%	Groundnuts	Kg	136	420	420
<b>Own Consumption</b>					
	Sorghum	Kg		252	504
	Sesame	Kg		66	132
	Groundnuts	Kg		105	210
<b>Post Harvest Loses</b>					
	Sorghum	Kg		144	108
	Sesame	Kg		58	66
	Groundnuts	Kg		84	63
<b>Net Production</b>					
	Sorghum	Kg		576	612
	Sesame	Kg		272	264
	Groundnuts	Kg		336	357
<b>Total Production</b>				1 184	1 233
<b>Operating Costs</b>					
<b>Recycled Seed</b>					
	Sorghum	Kg	272	2	2
	Sesame	Kg	362	15	15
	Groundnuts	Kg	181	15	15
<b>Improved Seeds</b>					
	Sorghum	Kg	725	-	50
	Sesame	Kg	906	-	-
	Groundnuts	Kg	272	-	-

### Labour Budget

#### Family Labour

Sorghum	Man/Days	352	35	38
Sesame	Man/Days	352	26	29
Groundnuts	Man/Days	352	26	29
<b>Hired Labour</b>				
Sorghum	Man/Days	528	-	5
Sesame	Man/Days	528	-	4
Groundnuts	Man/Days	528	-	4
<hr/>				
Family days	Man/Days		87	96
Hired Days	Man/Days		-	12.0

		<b>WoP</b>	
<b>Financial Budget</b>		<b>Y0</b>	<b>Y1</b>
<b>Revenue</b>			
<b>Sales (Hectare)</b>			
Sorghum	SSP	52 200	55 462
Sesame	SSP	49 345	47 850
Groundnuts	SSP	45 675	48 530
<b>Total Revenue</b>	<b>SSP</b>	<b>147 220</b>	<b>151 842</b>

#### **Production Costs**

##### **Operating Costs**

Recycled Seed	SSP		
Sorghum	SSP	544	600
Sesame	SSP	5 437	6 000
Groundnuts	SSP	2 719	3 000

##### **Improved Seeds**

Sorghum	SSP	-	40 000
Sesame	SSP	-	-
Groundnuts	SSP	-	-

##### **Other Operating Costs**

Sorghum	SSP	5 481	8 606
Sesame	SSP	2 273	4 361
Groundnuts	SSP	2 735	6 394
<b>Total Operating Costs</b>	<b>SSP</b>	<b>19 189</b>	<b>68 961</b>

##### **Labour Costs**

###### **Family Labour**

Sorghum	SSP	12 250	13 517
Sesame	SSP	9 187	10 138
Groundnuts	SSP	9 187	10 138

###### **Hired Labour**

Sorghum	SSP	-	2 534
Sesame	SSP	-	1 901
Groundnuts	SSP	-	1 901
<b>Total Labour Costs</b>	<b>SSP</b>	<b>30 624</b>	<b>40 128</b>

<b>Total Production Costs</b>	<b>SSP</b>	<b>49 813</b>	<b>109 089</b>
<b>Net Income Before Labour Costs</b>	<b>SSP</b>	<b>128 031</b>	<b>82 881</b>

<b>Net Income After Labour Costs</b>	SSP	97 407	42 753
<b>Net Incremental Benefits</b>	<b>SSP</b>		<b>(54 654)</b>

**Profitability Indicators**

<b>Return to family labour</b>	1 466
<b>Discount rate</b>	12%
<b>NPV (SSP)</b>	170 671
<b>IRR</b>	41%
<b>PVb</b>	1 610 840
<b>PVc</b>	712 590
<b>B/C ratio</b>	2.26
<b>Switching values Benefits</b>	(0.56)
<b>Switching values Costs</b>	1.26

---

---

**With-Project**

---

Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9
800	880	960	960	960	960	960	960
390	420	540	540	540	540	540	540
510	600	720	720	720	720	720	720
560	616	672	672	672	672	672	672
156	168	216	216	216	216	216	216
255	300	360	360	360	360	360	360
120	132	144	144	144	144	144	144
78	84	108	108	108	108	108	108
77	90	108	108	108	108	108	108
680	748	816	816	816	816	816	816
312	336	432	432	432	432	432	432
434	510	612	612	612	612	612	612
1 426	1 594	1 860	1 860	1 860	1 860	1 860	1 860
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
2	2	2	2	2	2	2	2
15	15	15	15	15	15	15	15
15	15	15	15	15	15	15	15

---

44	48	52	52	52	52	52	52
33	36	39	39	39	39	39	39
33	36	39	39	39	39	39	39

5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	4
111	121	131	131	131	131	131	131
12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0

**With-Project**

Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9
68 000	74 800	81 600	81 600	81 600	81 600	81 600	81 600
62 400	67 200	86 400	86 400	86 400	86 400	86 400	86 400
65 025	76 500	91 800	91 800	91 800	91 800	91 800	91 800
<b>195 425</b>	<b>218 500</b>	<b>259 800</b>	<b>259 800</b>	<b>259 800</b>	<b>259 800</b>	<b>259 800</b>	<b>259 800</b>

97 350

1 600	1 600	1 600	1 600	1 600	1 600	1 600	1 600
15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000
4 500	4 500	4 500	4 500	4 500	4 500	4 500	4 500
9 440	10 584	10 528	11 128	10 528	11 128	10 528	11 128
4 746	5 388	5 706	6 156	5 706	6 156	5 706	6 156
5 718	6 780	7 146	7 596	7 146	7 596	7 146	7 596
<b>41 004</b>	<b>43 852</b>	<b>44 480</b>	<b>45 980</b>	<b>44 480</b>	<b>45 980</b>	<b>44 480</b>	<b>45 980</b>

17 760	19 360	20 960	20 960	20 960	20 960	20 960	20 960
13 320	14 520	15 720	15 720	15 720	15 720	15 720	15 720
13 320	14 520	15 720	15 720	15 720	15 720	15 720	15 720
2 880	2 880	2 880	2 880	2 880	2 880	2 880	2 880
2 160	2 160	2 160	2 160	2 160	2 160	2 160	2 160
2 160	2 160	2 160	2 160	2 160	2 160	2 160	2 160
<b>51 600</b>	<b>55 600</b>	<b>59 600</b>	<b>59 600</b>	<b>59 600</b>	<b>59 600</b>	<b>59 600</b>	<b>59 600</b>
<b>92 604</b>	<b>99 452</b>	<b>104 080</b>	<b>105 580</b>	<b>104 080</b>	<b>105 580</b>	<b>104 080</b>	<b>105 580</b>
<b>154 421</b>	<b>174 648</b>	<b>215 320</b>	<b>213 820</b>	<b>215 320</b>	<b>213 820</b>	<b>215 320</b>	<b>213 820</b>
102 821	119 048	155 720	154 220	155 720	154 220	155 720	154 220
<b>(3 655)</b>	<b>12 572</b>	<b>49 244</b>	<b>47 744</b>	<b>49 244</b>	<b>47 744</b>	<b>49 244</b>	<b>47 744</b>



44	48	52	52	52	52	52	52
33	36	39	39	39	39	39	39
33	36	39	39	39	39	39	39
5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	4
111	121	131	131	131	131	131	131
12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0

**With-Project**

Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9
61 625	67 787	73 950	73 950	73 950	73 950	73 950	73 950
56 550	60 900	78 300	78 300	78 300	78 300	78 300	78 300
58 929	69 328	83 194	83 194	83 194	83 194	83 194	83 194
<b>177 104</b>	<b>198 016</b>	<b>235 444</b>	<b>235 444</b>	<b>235 444</b>	<b>235 444</b>	<b>235 444</b>	<b>235 444</b>

1 600	1 600	1 600	1 600	1 600	1 600	1 600	1 600
15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000
4 500	4 500	4 500	4 500	4 500	4 500	4 500	4 500
8 555	9 592	9 541	10 085	9 541	10 085	9 541	10 085
4 301	4 883	5 171	5 579	5 171	5 579	5 171	5 579
5 182	6 144	6 476	6 884	6 476	6 884	6 476	6 884
<b>39 138</b>	<b>41 719</b>	<b>42 288</b>	<b>43 647</b>	<b>42 288</b>	<b>43 647</b>	<b>42 288</b>	<b>43 647</b>

15 629	17 037	18 445	18 445	18 445	18 445	18 445	18 445
11 722	12 778	13 834	13 834	13 834	13 834	13 834	13 834
11 722	12 778	13 834	13 834	13 834	13 834	13 834	13 834
2 534	2 534	2 534	2 534	2 534	2 534	2 534	2 534
1 901	1 901	1 901	1 901	1 901	1 901	1 901	1 901
1 901	1 901	1 901	1 901	1 901	1 901	1 901	1 901
<b>45 408</b>	<b>48 928</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>
<b>84 546</b>	<b>90 647</b>	<b>94 736</b>	<b>96 095</b>	<b>94 736</b>	<b>96 095</b>	<b>94 736</b>	<b>96 095</b>
<b>137 966</b>	<b>156 297</b>	<b>193 156</b>	<b>191 796</b>	<b>193 156</b>	<b>191 796</b>	<b>193 156</b>	<b>191 796</b>

92 558	107 369	140 708	139 348	140 708	139 348	140 708	139 348
<b>(4 849)</b>	<b>9 961</b>	<b>43 300</b>	<b>41 941</b>	<b>43 300</b>	<b>41 941</b>	<b>43 300</b>	<b>41 941</b>





5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	4
131	131	131	131	131	131	131	131
12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0

	With-Project						
Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17
81 600	81 600	81 600	81 600	81 600	81 600	81 600	81 600
86 400	86 400	86 400	86 400	86 400	86 400	86 400	86 400
91 800	91 800	91 800	91 800	91 800	91 800	91 800	91 800
<b>259 800</b>	<b>259 800</b>	<b>259 800</b>	<b>259 800</b>	<b>259 800</b>	<b>259 800</b>	<b>259 800</b>	<b>259 800</b>

1 600	1 600	1 600	1 600	1 600	1 600	1 600	1 600
15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000
4 500	4 500	4 500	4 500	4 500	4 500	4 500	4 500
10 528	11 128	10 528	11 128	10 528	11 128	10 528	11 128
5 706	6 156	5 706	6 156	5 706	6 156	5 706	6 156
7 146	7 596	7 146	7 596	7 146	7 596	7 146	7 596
<b>44 480</b>	<b>45 980</b>	<b>44 480</b>	<b>45 980</b>	<b>44 480</b>	<b>45 980</b>	<b>44 480</b>	<b>45 980</b>

20 960	20 960	20 960	20 960	20 960	20 960	20 960	20 960
15 720	15 720	15 720	15 720	15 720	15 720	15 720	15 720
15 720	15 720	15 720	15 720	15 720	15 720	15 720	15 720
2 880	2 880	2 880	2 880	2 880	2 880	2 880	2 880
2 160	2 160	2 160	2 160	2 160	2 160	2 160	2 160
2 160	2 160	2 160	2 160	2 160	2 160	2 160	2 160
<b>59 600</b>	<b>59 600</b>	<b>59 600</b>	<b>59 600</b>	<b>59 600</b>	<b>59 600</b>	<b>59 600</b>	<b>59 600</b>
<b>104 080</b>	<b>105 580</b>	<b>104 080</b>	<b>105 580</b>	<b>104 080</b>	<b>105 580</b>	<b>104 080</b>	<b>105 580</b>
<b>215 320</b>	<b>213 820</b>	<b>215 320</b>	<b>213 820</b>	<b>215 320</b>	<b>213 820</b>	<b>215 320</b>	<b>213 820</b>
155 720	154 220	155 720	154 220	155 720	154 220	155 720	154 220
<b>49 244</b>	<b>47 744</b>	<b>49 244</b>	<b>47 744</b>	<b>49 244</b>	<b>47 744</b>	<b>49 244</b>	<b>47 744</b>



52	52	52	52	52	52	52	52
39	39	39	39	39	39	39	39
39	39	39	39	39	39	39	39

5	5	5	5	5	5	5	5
4	4	4	4	4	4	4	4
4	4	4	4	4	4	4	4

131	131	131	131	131	131	131	131
12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0

	With-Project						
Y10	Y11	Y12	Y13	Y14	Y15	Y16	Y17
73 950	73 950	73 950	73 950	73 950	73 950	73 950	73 950
78 300	78 300	78 300	78 300	78 300	78 300	78 300	78 300
83 194	83 194	83 194	83 194	83 194	83 194	83 194	83 194
<b>235 444</b>	<b>235 444</b>	<b>235 444</b>	<b>235 444</b>	<b>235 444</b>	<b>235 444</b>	<b>235 444</b>	<b>235 444</b>

1 600	1 600	1 600	1 600	1 600	1 600	1 600	1 600
15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000
4 500	4 500	4 500	4 500	4 500	4 500	4 500	4 500
9 541	10 085	9 541	10 085	9 541	10 085	9 541	10 085
5 171	5 579	5 171	5 579	5 171	5 579	5 171	5 579
6 476	6 884	6 476	6 884	6 476	6 884	6 476	6 884
<b>42 288</b>	<b>43 647</b>	<b>42 288</b>	<b>43 647</b>	<b>42 288</b>	<b>43 647</b>	<b>42 288</b>	<b>43 647</b>

18 445	18 445	18 445	18 445	18 445	18 445	18 445	18 445
13 834	13 834	13 834	13 834	13 834	13 834	13 834	13 834
13 834	13 834	13 834	13 834	13 834	13 834	13 834	13 834

2 534	2 534	2 534	2 534	2 534	2 534	2 534	2 534
1 901	1 901	1 901	1 901	1 901	1 901	1 901	1 901
1 901	1 901	1 901	1 901	1 901	1 901	1 901	1 901
<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>	<b>52 448</b>

<b>94 736</b>	<b>96 095</b>	<b>94 736</b>	<b>96 095</b>	<b>94 736</b>	<b>96 095</b>	<b>94 736</b>	<b>96 095</b>
<b>193 156</b>	<b>191 796</b>	<b>193 156</b>	<b>191 796</b>	<b>193 156</b>	<b>191 796</b>	<b>193 156</b>	<b>191 796</b>

140 708	139 348	140 708	139 348	140 708	139 348	140 708	139 348
<b>43 300</b>	<b>41 941</b>	<b>43 300</b>	<b>41 941</b>	<b>43 300</b>	<b>41 941</b>	<b>43 300</b>	<b>41 941</b>

---

---

Y18	Y19	Y20
960	960	960
540	540	540
720	720	720
672	672	672
216	216	216
360	360	360
144	144	144
108	108	108
108	108	108
816	816	816
432	432	432
612	612	612
1 860	1 860	1 860

-	-	-
-	-	-
-	-	-
-	-	-
2	2	2
15	15	15
15	15	15

52	52	52
39	39	39
39	39	39

5	5	5
4	4	4
4	4	4
<hr/>		
131	131	131
12.0	12.0	12.0

<b>Y18</b>	<b>Y19</b>	<b>Y20</b>
81 600	81 600	81 600
86 400	86 400	86 400
91 800	91 800	91 800
<b>259 800</b>	<b>259 800</b>	<b>259 800</b>

1 600	1 600	1 600
15 000	15 000	15 000
4 500	4 500	4 500
10 528	11 128	10 528
5 706	6 156	5 706
7 146	7 596	7 146
<b>44 480</b>	<b>45 980</b>	<b>44 480</b>

20 960	20 960	20 960
15 720	15 720	15 720
15 720	15 720	15 720
2 880	2 880	2 880
2 160	2 160	2 160
2 160	2 160	2 160
<b>59 600</b>	<b>59 600</b>	<b>59 600</b>
<b>104 080</b>	<b>105 580</b>	<b>104 080</b>
<b>215 320</b>	<b>213 820</b>	<b>215 320</b>
155 720	154 220	155 720
<b>49 244</b>	<b>47 744</b>	<b>49 244</b>

---

---

Y18	Y19	Y20
960	960	960
540	540	540
720	720	720
672	672	672
216	216	216
360	360	360
144	144	144
108	108	108
108	108	108
816	816	816
432	432	432
612	612	612
1 860	1 860	1 860

2	2	2
15	15	15
15	15	15

---



52	52	52
39	39	39
39	39	39

5	5	5
4	4	4
4	4	4

---

131	131	131
12.0	12.0	12.0

---

Y18	Y19	Y20
-----	-----	-----

---

73 950	73 950	73 950
78 300	78 300	78 300
83 194	83 194	83 194

---

<b>235 444</b>	<b>235 444</b>	<b>235 444</b>
----------------	----------------	----------------

---

1 600	1 600	1 600
15 000	15 000	15 000
4 500	4 500	4 500

9 541	10 085	9 541
5 171	5 579	5 171
6 476	6 884	6 476
<b>42 288</b>	<b>43 647</b>	<b>42 288</b>

---

18 445	18 445	18 445
13 834	13 834	13 834
13 834	13 834	13 834

2 534	2 534	2 534
1 901	1 901	1 901
1 901	1 901	1 901
<b>52 448</b>	<b>52 448</b>	<b>52 448</b>

---

<b>94 736</b>	<b>96 095</b>	<b>94 736</b>
<b>193 156</b>	<b>191 796</b>	<b>193 156</b>

140 708	139 348	140 708
<b>43 300</b>	<b>41 941</b>	<b>43 300</b>

**South Sudan**

**Sustainable Agricultural Development Project (SADEP)**

Design Economic and Financial Analysis (EFA)

<b>Assumptions</b>		
<b>Per km of road</b>		
Perimeter impacted by the road	1 3 km	Assumption
Total area with road benefits, km <sup>2</sup>	20 km <sup>2</sup>	Computed
Total area with road benefits, ha	1 007 ha	Computed
<b>Other</b>		
Share of cultivated hectares	50%	Assumption
Sales per hectare, kg	2400 kg	Average based c
Transport cost/kg, on a bad road	30.0 SSP	
Transport cost/kg, on a rehabilitated road	25.0 SSP	
Savings per kilo from using a rehabilitated road	5.0 SSP	
	<b>Y1</b>	<b>Y2</b>
<b>Km of roads built/rehabilitated, additional, farm tracks</b>	-	
<b>Km of roads built/rehabilitated, stock</b>	Computed	-
<b>Hectares with improved road network</b>	Computed	-
<b>Cultivated hectares with improved road network</b>	Computed	-
<b>Total kilos sold through improved roads, SSP</b>	-	-
<b>Savings from transport costs, SSP</b>	-	-
<b>Rehabilitation Cost</b>	-	-
<b>Net Savings from Transport Costs, SSP</b>	-	-

**Profitability Indicators**

<b>Discount rate</b>	12%
<b>NPV (SSP)</b>	1 421 608 543
<b>IRR</b>	#NUM!
<b>PVb</b>	1 616 709 766
<b>PVc</b>	195 101 224
<b>B/C ratio</b>	8.29
<b>Switching values Benefits</b>	(0.88)
<b>Switching values Costs</b>	7.29

---

on Sorghum as representative crop in the region

<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Y6</b>	<b>Y7</b>
20	30	-	-	-
20	50	50	50	50
20 137	50 343	50 343	50 343	50 343
10 069	25 171	25 171	25 171	25 171
24 164 600	60 411 501	60 411 501	60 411 501	60 411 501
120 823 002	302 057 504	302 057 504	302 057 504	302 057 504
6 714 500	133 786 250	185 571 750		
114 108 502	168 271 254	116 485 754	302 057 504	302 057 504

---

Y8	Y9	Y10	Y11	Y12
-	-	-	-	-
50	50	50	50	50
50 343	50 343	50 343	50 343	50 343
25 171	25 171	25 171	25 171	25 171
60 411 501	60 411 501	60 411 501	60 411 501	60 411 501
302 057 504	302 057 504	302 057 504	302 057 504	302 057 504
302 057 504	302 057 504	302 057 504	302 057 504	302 057 504

Y13	Y14	Y15	Y16	Y17
-	-	-	-	-
50	50	50	50	50
50 343	50 343	50 343	50 343	50 343
25 171	25 171	25 171	25 171	25 171
60 411 501	60 411 501	60 411 501	60 411 501	60 411 501
302 057 504	302 057 504	302 057 504	302 057 504	302 057 504
302 057 504	302 057 504	302 057 504	302 057 504	302 057 504

Y18

Y19

Y20

-	-	-
50	50	50
50 343	50 343	50 343
25 171	25 171	25 171
60 411 501	60 411 501	60 411 501
302 057 504	302 057 504	302 057 504
302 057 504	302 057 504	302 057 504

South Sudan

**Sustainable Agricultural Development Project (SADEP)****Components by Financiers**

(US\$ '000)

	IFAD 12		Financing Gap	
	Amount	%	Amount	%
<b>A. Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food</b>				
Community-Led Planning and Prioritization	932	10	233	3
Sustainable and Climate-Smart Nutrition-Sensitive Production Systems	3 407	36	3 312	35
<b>Subtotal</b>	4 339	24	3 545	19
<b>B. Enhanced Community Infrastructure and Post-Harvest Management capacity</b>				
Community-Led and Resilient Rural Infrastructure	2 179	12	-	-
Capacity Building and Inclusive Post-Harvest Technologies and Practices	684	15	2 274	50
<b>Subtotal</b>	2 862	12	2 274	10
<b>C. Institutional and Policy Strengthening, Project Coordination and Management</b>				
Institutional Strengthening and Policy Support	623	45	750	54
Project Coordination and Management	1 976	24	3 232	40
<b>Subtotal</b>	2 599	27	3 982	42
<b>D. RED (Lumpsum to be allocated incase of emergency) 5%</b>	490	-	490	-
<b>Total PROJECT COSTS</b>	9 800	19	9 800	19



SADEP Design - Economic and Financial Analysis 13062024.xlsx

)	GEF/LDCF		AfDB Parallel		Ben. Contribution		GoSS		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%			
	-	-	7 745	87	-	-	15	0	8 924	17	118	8 806	-
	-	-	2 582	27	-	-	128	1	9 429	18	679	8 691	59
	-	-	10 327	56	-	-	142	1	18 354	36	797	17 498	59
	6 632	35	7 883	42	1 600	9	565	3	18 858	37	1 093	17 721	44
	1 216	27	-	-	-	-	414	9	4 587	9	442	3 976	170
	7 848	34	7 883	34	1 600	7	979	4	23 446	46	1 535	21 697	214
	-	-	-	-	-	-	7	1	1 379	3	137	1 235	7
	1 084	13	1 790	22	-	-	40	1	8 122	16	632	7 477	13
	1 084	11	1 790	19	-	-	47	1	9 501	19	769	8 712	20
	-	-	-	-	-	-	-	-	980	2	-	-	-
	8 932	17	20 000	39	1 600	3	1 167	2	51 300	100	3 101	47 907	293

SADEP Design - Economic and Financial Analysis 13062024.xlsx

South Sudan  
 Sustainable Agricultural Development Project (SADEP)  
**Project Components by Year -- Totals Including Contingencies**  
 (US\$ '000)

	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>A. Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food.</b>			
Community-Led Planning and Prioritization	1 036	2 705	2 997
Sustainable and Climate-Smart Nutrition-Sensitive Production Systems	1 024	2 010	1 889
<b>Subtotal</b>	<b>2 059</b>	<b>4 714</b>	<b>4 886</b>
<b>B. Enhanced Community Infrastructure and Post-Harvest Management capacity</b>			
Community-Led and Resilient Rural Infrastructure	187	6 538	5 780
Capacity Building and Inclusive Post-Harvest Technologies and Practices	457	1 578	456
<b>Subtotal</b>	<b>644</b>	<b>8 115</b>	<b>6 235</b>
<b>C. Institutional and Policy Strengthening, Project Coordination and Management</b>			
Institutional Strengthening and Policy Support	42	330	258
Project Coordination and Management	1 572	1 029	1 068
<b>Subtotal</b>	<b>1 615</b>	<b>1 358</b>	<b>1 325</b>
<b>D. RED</b>	-	-	-
<b>Total PROJECT COSTS</b>	<b>4 318</b>	<b>14 188</b>	<b>12 446</b>
Percentage Disbursement Per Year	8%	28%	24%
6 Years considered for the EFA	8%	28%	24%

2028	2029	2030	2031	Total
1 411	747	28	-	8 924
1 920	821	1 035	733	9 429
3 331	1 568	1 063	733	18 354
3 627	2 448	280	-	18 858
1 052	852	191	2	4 587
4 679	3 299	471	2	23 446
256	186	188	120	1 379
1 307	1 094	1 011	1 042	8 122
1 562	1 281	1 198	1 161	9 501
-	-	-	-	-
9 572	6 148	2 732	1 897	51 300
19%	12%	5%	4%	100%
19%	12%	9%		100%

South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Table 2.1. Community-Led and Resilient Rural Infrastructure

**Detailed Costs**

## Economic Costs

	Unit	2010	2011
<b>I. Investment Costs</b>			
<b>A. Construction of Small scale and Climate Resilient Fish Landing Sites</b>			
Feasibility Study and detailed design	Unit	2	-
Landing site construction	Unit	-	1
Supervision of construction works	Unit	-	1
Establishment of Landing site managing CBO	Unit	-	1
Capacity Building of Landing site managing CBO	Unit	-	1
<b>Subtotal</b>			
<b>B. Establishment of Ice making plants</b>			
Feasibility assessment and establishment of technical specifications	Lumpsum	-	1
Procurement and installation of solar powered ice making plants	No.	-	-
<b>Subtotal</b>			
C. Procurement and installation of fish solar drying tents	Number	-	-
<b>D. Rural/Feeder Roads Rehabilitation</b>			
Survey and Design	Kilometers	-	-
Rehabilitation works	Kilometers	-	-
Supervision of rehabilitation works	Kilometers	-	-
<b>Subtotal</b>			
<b>E. Development of an Irrigation system at the Palataka National basic se</b>			
Feasibility Study and detailed design	Lumpsum	1	-
Irrigation system construction and installation works	Hectares	-	15
Supervision of works	Lumpsum	-	15
<b>Subtotal</b>			
<b>F. Establishing community Seed Banks – structures with equipment</b>			
Establish community stores for seed aggregation and selling	Number	-	27
Drying slab	Number	-	27
<b>Subtotal</b>			
G. Equipment of the seed center cold storage facility	Unit	-	-
<b>H. Development of community-led small scale irrigation for seed and cr</b>			
Feasibility Study and Detailed Design	Hectares	-	25
Irrigation system construction and installation works	Hectares	-	-
Supervision of works	Hectares	-	-
Establishment of CBO-IWUA	Unit	-	-
Capacity Building of CBO-IWUA	Unit	-	-
<b>Subtotal</b>			
<b>I. Development of Multiple-Use Water Systems (MUS)</b>			
Prefeasibility Rapid Assessment	Unit	18	-
Feasibility Study and detailed design	Unit	12	-
Construction of MUS	Unit	-	2
Supervision of works	Unit	-	2
Establishment of MUS CBO-WUA	Unit	-	2
Capacity Building of MUS CBO-WUA	Unit	-	2
<b>Subtotal</b>			
<b>J. Construction of small-medium capacity storage facilities for crop pro</b>			
Design and works supervision	Unit	-	4
Construction of storage facilities (500 - 1,000 quintal)	Unit	-	2
<b>Subtotal</b>			
<b>K. Natural Resource Management</b>			
Awareness creation on natural resources management to communities and c	Session	-	5
Capacity development on natural resources management to experts and corr	Session	-	5
Multipurpose tree nurseries development	Lumpsum	-	-
Landscape management /a	Hectares	-	-
<b>Subtotal</b>			
<b>Total</b>			

\a restoration of degraded land could include afforestation, conservation, area closure etc

SADEP Design - Economic and Financial Analysis 13062024.xlsx

Quantities						Unit Cost (US\$)	2010	
2012	2013	2014	2015	2016	Total			
-	-	-	-	-	-	2	50,000	13 429
1	-	-	-	-	-	2	1,000,000	-
1	-	-	-	-	-	2	50,000	-
1	-	-	-	-	-	2	1,000	-
1	-	-	-	-	-	2	1,500	-
								13 429
-	-	-	-	-	-	1	8,000	-
4	-	-	-	-	-	4	48,000	-
								-
10	10	-	-	-	-	20	10,000	-
20	30	-	-	-	-	50	2,500	-
-	20	30	-	-	-	50	45,000	-
-	20	30	-	-	-	50	2,500	-
								-
-	-	-	-	-	-	1	20,000	2 686
-	-	-	-	-	-	15	12,000	-
-	-	-	-	-	-	15	1,000	-
								2 686
-	-	-	-	-	-	27	25,000	-
-	-	-	-	-	-	27	6,000	-
								-
1	-	-	-	-	-	1	25,000	-
50	25	-	-	-	-	100	1,000	-
25	50	25	-	-	-	100	10,000	-
25	50	25	-	-	-	100	1,000	-
5	10	5	-	-	-	20	1,000	-
5	10	5	-	-	-	20	1,500	-
								-
-	-	-	-	-	-	18	1,000	2 417
-	-	-	-	-	-	12	3,500	5 640
4	4	2	-	-	-	12	50,000	-
4	4	2	-	-	-	12	2,500	-
4	4	2	-	-	-	12	1,000	-
4	4	2	-	-	-	12	2,000	-
								8 057
-	4	-	-	-	-	8	7,500	-
2	2	2	-	-	-	8	100,000	-
								-
5	5	5	-	-	-	20	5,000	-
5	5	5	-	-	-	20	10,000	-
4	-	-	-	-	-	4	50,000	-
5 000	5 000	5 000	5 000	-	20 000	50		-
								-
								24 172

SADEP Design - Economic and Financial Analysis 13062024.xlsx

Economic Costs (SSP '000)							Ecc		
2011	2012	2013	2014	2015	2016	Total	2010	2011	2012
-	-	-	-	-	-	13 429	103	-	-
130 000	130 000	-	-	-	-	260 000	-	1 000	1 000
6 715	6 715	-	-	-	-	13 429	-	52	52
134	134	-	-	-	-	269	-	1	1
201	201	-	-	-	-	403	-	2	2
137 050	137 050	-	-	-	-	287 529	103	1 054	1 054
1 074	-	-	-	-	-	1 074	-	8	-
-	25 784	-	-	-	-	25 784	-	-	198
1 074	25 784	-	-	-	-	26 858	-	8	198
-	13 429	13 429	-	-	-	26 858	-	-	103
-	6 715	10 072	-	-	-	16 786	-	-	52
-	-	117 000	175 500	-	-	292 500	-	-	-
-	-	6 715	10 072	-	-	16 786	-	-	-
-	6 715	133 786	185 572	-	-	326 073	-	-	52
-	-	-	-	-	-	2 686	21	-	-
24 172	-	-	-	-	-	24 172	-	186	-
2 014	-	-	-	-	-	2 014	-	15	-
26 187	-	-	-	-	-	28 872	21	201	-
90 646	-	-	-	-	-	90 646	-	697	-
21 755	-	-	-	-	-	21 755	-	167	-
112 401	-	-	-	-	-	112 401	-	865	-
-	3 357	-	-	-	-	3 357	-	-	26
3 357	6 715	3 357	-	-	-	13 429	-	26	52
-	33 573	67 145	33 573	-	-	134 290	-	-	258
-	3 357	6 715	3 357	-	-	13 429	-	-	26
-	671	1 343	671	-	-	2 686	-	-	5
-	1 007	2 014	1 007	-	-	4 029	-	-	8
3 357	45 323	80 574	38 608	-	-	167 863	-	26	349
-	-	-	-	-	-	2 417	19	-	-
-	-	-	-	-	-	5 640	43	-	-
13 429	26 858	26 858	13 429	-	-	80 574	-	103	207
671	1 343	1 343	671	-	-	4 029	-	5	10
269	537	537	269	-	-	1 611	-	2	4
537	1 074	1 074	537	-	-	3 223	-	4	8
14 906	29 812	29 812	14 906	-	-	97 495	62	115	229
4 029	-	4 029	-	-	-	8 057	-	31	-
26 858	26 858	26 858	26 858	-	-	107 432	-	207	207
30 887	26 858	30 887	26 858	-	-	115 489	-	238	207
3 357	3 357	3 357	3 357	-	-	13 429	-	26	26
6 715	6 715	6 715	6 715	-	-	26 858	-	52	52
-	26 858	-	-	-	-	26 858	-	-	207
-	33 573	33 573	33 573	33 573	-	134 290	-	-	258
10 072	70 502	43 644	43 644	33 573	-	201 435	-	77	542
335 934	358 830	332 133	309 589	33 573	-	1 394 230	186	2 584	2 760

Economic Costs (US\$ '000)					Other Ac
2013	2014	2015	2016	Total	Disb. Acct.
-	-	-	-	103	CONSULTANCIES
-	-	-	-	2 000	CIVIL_WORKS
-	-	-	-	103	CONSULTANCIES
-	-	-	-	2	TRAINING_1
-	-	-	-	3	TRAINING_1
-	-	-	-	2 212	
-	-	-	-	8	CONSULTANCIES
-	-	-	-	198	GOODS_SERVICES_AND_INPUTS
-	-	-	-	207	
103	-	-	-	207	GOODS_SERVICES_AND_INPUTS
77	-	-	-	129	CONSULTANCIES
900	1 350	-	-	2 250	CIVIL_WORKS
52	77	-	-	129	CONSULTANCIES
1 029	1 427	-	-	2 508	
-	-	-	-	21	CONSULTANCIES
-	-	-	-	186	CIVIL_WORKS
-	-	-	-	15	CONSULTANCIES
-	-	-	-	222	
-	-	-	-	697	CIVIL_WORKS
-	-	-	-	167	CIVIL_WORKS
-	-	-	-	865	
-	-	-	-	26	EQUIPMENT_AND_MATERIALS
26	-	-	-	103	CONSULTANCIES
517	258	-	-	1 033	CIVIL_WORKS
52	26	-	-	103	CONSULTANCIES
10	5	-	-	21	GOODS_SERVICES_AND_INPUTS
15	8	-	-	31	TRAINING_1
620	297	-	-	1 291	
-	-	-	-	19	CONSULTANCIES
-	-	-	-	43	CONSULTANCIES
207	103	-	-	620	CIVIL_WORKS
10	5	-	-	31	CONSULTANCIES
4	2	-	-	12	GOODS_SERVICES_AND_INPUTS
8	4	-	-	25	TRAINING_1
229	115	-	-	750	
31	-	-	-	62	CONSULTANCIES
207	207	-	-	826	CIVIL_WORKS
238	207	-	-	888	
26	26	-	-	103	GOODS_SERVICES_AND_INPUTS
52	52	-	-	207	CONSULTANCIES
-	-	-	-	207	GOODS_SERVICES_AND_INPUTS
258	258	258	-	1 033	GOODS_SERVICES_AND_INPUTS
336	336	258	-	1 550	
2 555	2 381	258	-	10 725	

>counts

Fin. Rule

IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 2, 0% FOR 5 ), GEF/LDCF ( 0% FOR 2, 100% FOR 5 ), BEN.\_CONTRIBUTION ( 25% )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )

IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )

IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 2, 0% FOR 5 ), GEF/LDCF ( 0% FOR 2, 100% FOR 5 ), BEN.\_CONTRIBUTION ( 33.6% )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )

IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 2, 0% FOR 5 ), GEF/LDCF ( 0% FOR 2, 100% FOR 5 ), BEN.\_CONTRIBUTION ( 20% )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )

IFAD\_12 ( 100% FOR 1, 4.4%, 100% FOR 5 ), GEF/LDCF ( 0% FOR 1, 95.6%, 0% FOR 5 ), BEN.\_CONTRIBUTION ( 25% )  
 IFAD\_12 ( 100% FOR 1, 30%, 100% FOR 5 ), GEF/LDCF ( 0% FOR 1, 70%, 0% FOR 5 ), BEN.\_CONTRIBUTION ( 25% )

IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )

IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 2, 0% FOR 5 ), GEF/LDCF ( 0% FOR 2, 100% FOR 5 ), BEN.\_CONTRIBUTION ( 20% )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )

IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 2, 0% FOR 5 ), GEF/LDCF ( 0% FOR 2, 100% FOR 5 ), BEN.\_CONTRIBUTION ( 20% )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )

IFAD\_12 ( 100% FOR 3, 0% FOR 4 ), GEF/LDCF ( 0% FOR 3, 80% FOR 4 )  
 IFAD\_12 ( 100% FOR 2, 0% FOR 5 ), GEF/LDCF ( 0% FOR 2, 100% FOR 5 ), BEN.\_CONTRIBUTION ( 20% )

IFAD\_12 ( 100% FOR 1, 0% FOR 6 ), GEF/LDCF ( 0% FOR 1, 73.93% FOR 6 )  
 IFAD\_12 ( 100% FOR 1, 0% FOR 6 ), GEF/LDCF ( 0% FOR 1, 73.93% FOR 6 )  
 IFAD\_12 ( 100% FOR 1, 0% FOR 6 ), GEF/LDCF ( 0% FOR 1, 73.93% FOR 6 )  
 IFAD\_12 ( 100% FOR 1, 0% FOR 6 ), GEF/LDCF ( 0% FOR 1, 73.93% FOR 6 )



SADEP Design - Economic and Financial Analysis 13062024.xlsx

IFAD 12								GEF/L			
2010	2011	2012	2013	2014	2015	2016	Total	2010	2011	2012	2013
103	-	-	-	-	-	-	103	-	-	-	-
-	800	-	-	-	-	-	800	-	-	800	-
-	52	52	-	-	-	-	103	-	-	-	-
-	1	1	-	-	-	-	2	-	-	-	-
-	2	2	-	-	-	-	3	-	-	-	-
103	854	54	-	-	-	-	1 012	-	-	800	-
-	8	-	-	-	-	-	8	-	-	-	-
-	-	198	-	-	-	-	198	-	-	-	-
-	8	198	-	-	-	-	207	-	-	-	-
-	-	103	-	-	-	-	103	-	-	-	83
-	-	52	-	-	-	-	52	-	-	-	62
-	-	-	-	-	-	-	-	-	-	-	674
-	-	-	-	-	-	-	-	-	-	-	41
-	-	52	-	-	-	-	52	-	-	-	777
21	-	-	-	-	-	-	21	-	-	-	-
-	155	-	-	-	-	-	155	-	-	-	-
-	15	-	-	-	-	-	15	-	-	-	-
21	170	-	-	-	-	-	191	-	-	-	-
-	25	-	-	-	-	-	25	-	533	-	-
-	40	-	-	-	-	-	40	-	94	-	-
-	65	-	-	-	-	-	65	-	627	-	-
-	-	26	-	-	-	-	26	-	-	-	-
-	26	52	-	-	-	-	77	-	-	-	21
-	-	-	-	-	-	-	-	-	-	215	430
-	-	26	-	-	-	-	26	-	-	-	41
-	-	5	-	-	-	-	5	-	-	-	8
-	-	8	-	-	-	-	8	-	-	-	12
-	26	90	-	-	-	-	116	-	-	215	513
19	-	-	-	-	-	-	19	-	-	-	-
43	-	-	-	-	-	-	43	-	-	-	-
-	86	-	-	-	-	-	86	-	-	172	172
-	5	10	-	-	-	-	15	-	-	-	8
-	2	4	-	-	-	-	6	-	-	-	3
-	4	8	-	-	-	-	12	-	-	-	7
62	97	23	-	-	-	-	182	-	-	172	190
-	31	-	-	-	-	-	31	-	-	-	25
-	172	-	-	-	-	-	172	-	-	172	172
-	203	-	-	-	-	-	203	-	-	172	197
-	-	-	-	-	-	-	-	-	19	19	19
-	-	-	-	-	-	-	-	-	38	38	38
-	-	-	-	-	-	-	-	-	-	153	-
-	-	-	-	-	-	-	-	-	-	191	191
-	-	-	-	-	-	-	-	-	57	401	248
186	1 424	546	-	-	-	-	2 156	-	684	1 760	2 008

Expenditures by Financiers (US\$ '000)												
.DCF					Ben. Contribution							
	2014	2015	2016	Total	2010	2011	2012	2013	2014	2015	2016	Total
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	800	-	-	200	200	-	-	-	-	400
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	800	-	-	200	200	-	-	-	-	400
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	83	-	-	-	-	-	-	-	-	-
-	-	-	62	-	-	-	-	-	-	-	-	-
1 010	-	-	1 684	-	-	-	-	226	340	-	-	566
62	-	-	103	-	-	-	-	-	-	-	-	-
1 072	-	-	1 849	-	-	-	-	226	340	-	-	566
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	31	-	-	-	-	-	31
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	31	-	-	-	-	-	31
-	-	-	533	-	-	139	-	-	-	-	-	139
-	-	-	94	-	-	33	-	-	-	-	-	33
-	-	-	627	-	-	173	-	-	-	-	-	173
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	21	-	-	-	-	-	-	-	-	-
215	-	-	861	-	-	43	86	43	-	-	-	172
21	-	-	62	-	-	-	-	-	-	-	-	-
4	-	-	12	-	-	-	-	-	-	-	-	-
6	-	-	19	-	-	-	-	-	-	-	-	-
246	-	-	974	-	-	43	86	43	-	-	-	172
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
86	-	-	430	-	-	17	34	34	17	-	-	103
4	-	-	12	-	-	-	-	-	-	-	-	-
2	-	-	5	-	-	-	-	-	-	-	-	-
3	-	-	10	-	-	-	-	-	-	-	-	-
95	-	-	458	-	-	17	34	34	17	-	-	103
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	25	-	-	-	-	-	-	-	-	-
172	-	-	517	-	-	34	34	34	34	-	-	138
172	-	-	541	-	-	34	34	34	34	-	-	138
-	-	-	-	-	-	-	-	-	-	-	-	-
19	-	-	76	-	-	-	-	-	-	-	-	-
38	-	-	153	-	-	-	-	-	-	-	-	-
-	-	-	153	-	-	-	-	-	-	-	-	-
191	191	-	764	-	-	-	-	-	-	-	-	-
248	191	-	1 146	-	-	-	-	-	-	-	-	-
1 834	191	-	6 478	-	-	456	312	381	434	-	-	1 583

GoSS							
2010	2011	2012	2013	2014	2015	2016	Total
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	21	-	-	-	21
-	-	-	15	-	-	-	15
-	-	-	-	-0	-	-	-0
-	-	-	10	15	-	-	26
-	-	-	26	15	-	-	41
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	0	-	-	-	-	-	0
-	-0	-	-	-	-	-	-0
-	-0	-	-	-	-	-	-0
-	-	-	-	-	-	-	-
-	-	-	5	-	-	-	5
-	-	0	0	0	-	-	0
-	-	-	10	5	-	-	15
-	-	-	2	1	-	-	3
-	-	-	3	2	-	-	5
-	-	0	21	8	-	-	28
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-0	-0	-0	-0	-	-	-0
-	-	-	2	1	-	-	3
-	-	-	1	0	-	-	1
-	-	-	2	1	-	-	2
-	-0	-0	5	2	-	-	7
-	-	-	6	-	-	-	6
-	-0	-0	-0	-0	-	-	-0
-	-0	-0	6	-0	-	-	6
-	7	7	7	7	-	-	27
-	13	13	13	13	-	-	54
-	-	54	-	-	-	-	54
-	-	67	67	67	67	-	269
-	20	141	88	88	67	-	404
-	20	141	165	113	67	-	507

South Sudan

Sustainable Agricultural Development Project (SADEP)

Table 2.2. Capacity Building and Inclusive Post-Harvest Technologies and Practices

**Detailed Costs**

Economic Costs

	Unit	2010	2011
<b>I. Investment Costs</b>			
A. 2.2.1: Strengthen/establish producer organizations to increase membership and capacity building of POs in post-harvest handling, aggregation and marketing	Lumpsum	1	-
<b>B. 2.2.2: Capacity building of POs in post-harvest handling, aggregation and marketing</b>			
1. 2.2.2.1: Developing and printing training manuals on post-harvest management			
Develop PHH manuals (sorghum, groundnut and sesame)	No. of manuals	3	-
Translate manuals into popular local language and print	No. of manuals	-	3
<b>Subtotal</b>			
<b>2. 2.2.2.2: Training POs in post-harvest management (drying, threshing/shelling)</b>			
Train Extension staff (TOTs) in Post Harvest Handling	Training	1	1
Travel costs for TOTs	Trip	1	1
Travel Technical	Trip	1	1
Train POs (by TOTs) in PHH	Training	1	1
<b>Subtotal</b>			
<b>3. 2.2.2.3: Supporting access to post-harvest equipment (threshers and shellers)</b>			
Source threshers and groundnut shellers (1 each per Payam @USD 500) for training	Number	54	-
Support access to threshers and shellers by POs (Youth as start pack/shared cost)	Kit	264	-
<b>Subtotal</b>			
<b>4. 2.2.2.4: Training local artisans (youth) to fabricate PPH machinery</b>			
Support/facilitate equipment producers to train local artisans in fabrication of threshers	Training	-	-
Train Youth in fabrication of equipment	Training	-	-
Purchase material for fabrication training	Lumpsum	-	-
<b>Subtotal</b>			
<b>5. 2.2.2.5: Establishing community Seed Banks</b>			
Equip the seed stores	Number	-	27
<b>Subtotal</b>			
<b>C. 2.2.3: Support with demand driven value addition technologies and products</b>			
<b>1. 2.2.3.1: Train Women farmers and Youth in diversifying products at household level</b>			
Train TOTs (Home Economists MAFS, 1 per County)	Training	-	1
Travel costs - 4 pax	Trip	-	1
Facilitation 3 pax	Trip	-	1
Travel costs	Trip	-	1
Train women/youth groups in making diversified sorghum, groundnut and sesame	Training	-	1
Travel 4 pax x USD 200 x 3	Trip	-	1
Compile and publish a recipe book	Number	-	-
Disseminate recipes through pathways expected to achieve consumer acceptable	Exhibition	-	1
<b>Subtotal</b>			
<b>2. 2.2.3.2: Facilitating access to value addition equipment (e.g. low energy ovens)</b>			
Source value addition equipment (energy saving baking ovens) for training	Lumpsum	-	27
Support women/youth groups to access value addition equipment (baking ovens)	Kit	-	-
<b>Subtotal</b>			
<b>3. 2.2.3.3: Supporting product registration and certification processes</b>			
Support value added products registration and certification with National Bureau of Standards	Lumpsum	-	-
<b>4. 2.2.3.4: Training local artisans (youth) to fabricate value addition equipment</b>			
Support/facilitate equipment producers to train local artisans in fabrication of energy saving ovens	Lumpsum	-	-
Train Youth in fabrication of equipment	Training	-	-
Purchase material for fabrication training	Lumpsum	-	-
<b>Subtotal</b>			
<b>D. 2.2.4: Improved dried fish processing and preservation technologies development</b>			
Solar fish tent dryers	No. of dryers	-	5
Fish drying racks	No. of racks	-	30
Improved kilns/ ovens	No. of ovens	-	30
<b>Subtotal</b>			
<b>E. 2.2.5: Improved ice production and distribution for fresh fish handling and marketing</b>			
Provision of ice boxes to fishing communities	No. of ice boxes	-	20
Insulated 3-wheeler motorcycles	Number	-	6
<b>Subtotal</b>			

SADEP Design - Economic and Financial Analysis 13062024.xlsx

F. 2.2.6: Fishing communities trained on fish handling, processing, preservation :	Number	-	20
<b>G. 2.2.7: Technical Assistance</b>			
Solar fish tent dryers	Days	-	20
Post-harvest loss technologies	Days	-	20
<b>Subtotal</b>			
<b>H. 2.2.8: Thirdparty Implementation Agency/Oversight &amp; Monitoring</b>			
Study to Determine RF Instruments and Digital Technology-Readiness	Study	-	-
Digitalization of CBFOs/VSLAs (Based on Study and Graduation/Linkage Plan	Graduating VSLA	-	-
VSLA Starter Kits (Group Secure Savings/Money Box, Group Financial Record E	Kit	50	100
<b>Subtotal</b>			
<b>Total</b>			

---

\a (post-harvest handling, aggregation and storage of sorghum (technologies for threshing and value addition, skills and practices)

SADEP Design - Economic and Financial Analysis 13062024.xlsx

Quantities						Unit Cost (US\$)	E		
2012	2013	2014	2015	2016	Total		2010	2011	2012
-	-	-	-	-	1	1	0	-	-
-	-	-	-	-	3	12,000	4 951	-	-
-	-	-	-	-	3	12,000	-	4 951	-
							4 951	4 951	-
-	1	-	1	-	4	35,000	4 814	4 814	-
-	1	-	1	-	4	7,000	963	963	-
-	1	-	1	-	4	6,000	825	825	-
-	-	1	-	-	3	78,900	10 852	10 852	-
							17 454	17 454	-
-	-	-	-	-	54	750	5 570	-	-
-	-	-	-	-	264	750	27 233	-	-
							32 803	-	-
1	1	-	-	-	2	8,000	-	-	1 100
1	-	-	1	-	2	48,000	-	-	6 602
1	-	-	1	-	2	1,000	-	-	138
							-	-	7 840
-	-	-	-	-	27	29,050	-	107 879	-
							55 209	130 285	7 840
-	1	-	1	-	3	6,000	-	825	-
-	1	-	1	-	3	800	-	110	-
-	1	-	1	-	3	3,000	-	413	-
-	1	-	1	-	3	3,500	-	481	-
-	1	-	1	-	3	54,000	-	7 427	-
-	1	-	1	-	3	800	-	110	-
-	-	1	-	-	1	10,000	-	-	-
1	1	1	1	1	6	2,000	-	275	275
							-	9 642	275
-	-	-	-	-	27	500	-	1 857	-
263	-	-	-	-	263	250	-	-	9 043
							-	1 857	9 043
1	-	-	-	-	1	10,000	-	-	1 375
1	-	-	-	-	1	8,000	-	-	1 100
1	-	-	-	-	1	48,000	-	-	6 602
1	-	-	-	-	1	500	-	-	69
							-	-	7 771
							-	11 498	18 465
10	5	-	-	-	20	10,000	-	6 877	13 754
30	-	-	-	-	60	1,000	-	4 126	4 126
30	-	-	-	-	60	1,000	-	4 126	4 126
							-	15 129	22 006
20	-	-	-	-	40	2,000	-	5 502	5 502
-	-	-	-	-	6	10,000	-	8 252	-
							-	13 754	5 502

SADEP Design - Economic and Financial Analysis 13062024.xlsx

-	-	-	-	-	20	5,000	-	13 754	-
-	-	-	-	-	20	500	-	1 375	-
-	-	-	-	-	20	500	-	1 375	-
							-	<u>2 751</u>	-
-	1	-	-	-	1	100,000	-	-	-
-	50	50	-	-	100	15,000	-	-	-
25	25	-	-	-	200	100	650	1 300	325
							<u>650</u>	<u>1 300</u>	<u>325</u>
							55 859	188 471	54 138

SADEP Design - Economic and Financial Analysis 13062024.xlsx

Economic Costs (SSP '000)					Economic Costs (US\$ '000)					
2013	2014	2015	2016	Total	2010	2011	2012	2013	2014	2015
-	-	-	-	0	0	-	-	-	-	-
-	-	-	-	4 951	38	-	-	-	-	-
-	-	-	-	4 951	-	38	-	-	-	-
-	-	-	-	9 903	38	38	-	-	-	-
4 814	-	4 814	-	19 256	37	37	-	37	-	37
963	-	963	-	3 851	7	7	-	7	-	7
825	-	825	-	3 301	6	6	-	6	-	6
-	10 852	-	-	32 556	83	83	-	-	83	-
6 602	10 852	6 602	-	58 963	134	134	-	51	83	51
-	-	-	-	5 570	43	-	-	-	-	-
-	-	-	-	27 233	209	-	-	-	-	-
-	-	-	-	32 803	252	-	-	-	-	-
1 100	-	-	-	2 201	-	-	8	8	-	-
-	-	6 602	-	13 204	-	-	51	-	-	51
-	-	138	-	275	-	-	1	-	-	1
1 100	-	6 739	-	15 680	-	-	60	8	-	52
-	-	-	-	107 879	-	830	-	-	-	-
7 702	10 852	13 341	-	225 229	425	1 002	60	59	83	103
825	-	825	-	2 476	-	6	-	6	-	6
110	-	110	-	330	-	1	-	1	-	1
413	-	413	-	1 238	-	3	-	3	-	3
481	-	481	-	1 444	-	4	-	4	-	4
7 427	-	7 427	-	22 281	-	57	-	57	-	57
110	-	110	-	330	-	1	-	1	-	1
-	1 375	-	-	1 375	-	-	-	-	11	-
275	275	275	275	1 650	-	2	2	2	2	2
9 642	1 650	9 642	275	31 125	-	74	2	74	13	74
-	-	-	-	1 857	-	14	-	-	-	-
-	-	-	-	9 043	-	-	70	-	-	-
-	-	-	-	10 900	-	14	70	-	-	-
-	-	-	-	1 375	-	-	11	-	-	-
-	-	-	-	1 100	-	-	8	-	-	-
-	-	-	-	6 602	-	-	51	-	-	-
-	-	-	-	69	-	-	1	-	-	-
-	-	-	-	7 771	-	-	60	-	-	-
9 642	1 650	9 642	275	51 172	-	88	142	74	13	74
6 877	-	-	-	27 508	-	53	106	53	-	-
-	-	-	-	8 252	-	32	32	-	-	-
-	-	-	-	8 252	-	32	32	-	-	-
6 877	-	-	-	44 013	-	116	169	53	-	-
-	-	-	-	11 003	-	42	42	-	-	-
-	-	-	-	8 252	-	63	-	-	-	-
-	-	-	-	19 256	-	106	42	-	-	-



SADEP Design - Economic and Financial Analysis 13062024.xlsx

-	-	-	-	13 754	-	106	-	-	-	-
-	-	-	-	1 375	-	11	-	-	-	-
-	-	-	-	1 375	-	11	-	-	-	-
-	-	-	-	2 751	-	21	-	-	-	-
13 000	-	-	-	13 000	-	-	-	100	-	-
97 500	97 500	-	-	195 000	-	-	-	750	750	-
325	-	-	-	2 600	5	10	3	3	-	-
110 825	97 500	-	-	210 600	5	10	3	853	750	-
135 046	110 002	22 983	275	566 774	430	1 450	416	1 039	846	177

SADEP Design - Economic and Financial Analysis 13062024.xlsx

		Other Ac
2016	Total	Disb. Acct.
-	0	CONSULTANCIES
-	38	CONSULTANCIES
-	38	GOODS_SERVICES_AND_INPUTS
-	76	
-	148	TRAINING_1
-	30	GOODS_SERVICES_AND_INPUTS
-	25	GOODS_SERVICES_AND_INPUTS
-	250	GOODS_SERVICES_AND_INPUTS
-	454	
-	43	EQUIPMENT_AND_MATERIALS
-	209	EQUIPMENT_AND_MATERIALS
-	252	
-	17	TRAINING_1
-	102	TRAINING_1
-	2	EQUIPMENT_AND_MATERIALS
-	121	
-	830	EQUIPMENT_AND_MATERIALS
-	1 733	
-	19	TRAINING_1
-	3	GOODS_SERVICES_AND_INPUTS
-	10	GOODS_SERVICES_AND_INPUTS
-	11	GOODS_SERVICES_AND_INPUTS
-	171	TRAINING_1
-	3	GOODS_SERVICES_AND_INPUTS
-	11	GOODS_SERVICES_AND_INPUTS
2	13	GOODS_SERVICES_AND_INPUTS
2	239	
-	14	EQUIPMENT_AND_MATERIALS
-	70	EQUIPMENT_AND_MATERIALS
-	84	
-	11	GOODS_SERVICES_AND_INPUTS
-	8	TRAINING_1
-	51	TRAINING_1
-	1	EQUIPMENT_AND_MATERIALS
-	60	
2	394	
-	212	GOODS_SERVICES_AND_INPUTS
-	63	GOODS_SERVICES_AND_INPUTS
-	63	GOODS_SERVICES_AND_INPUTS
-	339	
-	85	GOODS_SERVICES_AND_INPUTS
-	63	GOODS_SERVICES_AND_INPUTS
-	148	

SADEP Design - Economic and Financial Analysis 13062024.xlsx

-	106	TRAINING_1
-	11	CONSULTANCIES
-	11	CONSULTANCIES
-	21	
-	100	CONSULTANCIES
-	1 500	CONSULTANCIES
-	20	EQUIPMENT_AND_MATERIALS
-	1 620	
2	4 360	



SADEP Design - Economic and Financial Analysis 13062024.xlsx

IFAD\_12 ( 100% FOR 1, 0% FOR 6 ), FINANCING\_GAP ( 0% FOR 2, 89.08% FOR 5 ), GEF/LDCF ( 0% FOR 1,100%, 0% FOR 5 )

IFAD\_12 ( 100% FOR 1, 0% FOR 6 ), FINANCING\_GAP ( 0% FOR 2, 89.08% FOR 5 ), GEF/LDCF ( 0% FOR 1,100%, 0% FOR 5 )

IFAD\_12 ( 100% FOR 1, 0% FOR 6 ), FINANCING\_GAP ( 0% FOR 2, 89.08% FOR 5 ), GEF/LDCF ( 0% FOR 1,100%, 0% FOR 5 )

IFAD\_12 ( 100% FOR 1, 0% FOR 6 ), FINANCING\_GAP ( 0% FOR 2, 89.08% FOR 5 ), GEF/LDCF ( 0% FOR 1,100%, 0% FOR 5 )

IFAD\_12 ( 100% FOR 1, 0% FOR 6 ), FINANCING\_GAP ( 0% FOR 2, 89.08% FOR 5 ), GEF/LDCF ( 0% FOR 1,100%, 0% FOR 5 )

IFAD\_12 ( 100% FOR 1, 0% FOR 6 ), FINANCING\_GAP ( 0% FOR 2, 89.08% FOR 5 ), GEF/LDCF ( 0% FOR 1,100%, 0% FOR 5 )

IFAD 12								Financi			
2010	2011	2012	2013	2014	2015	2016	Total	2010	2011	2012	2013
0	-	-	-	-	-	-	0	-	-	-	-
38	-	-	-	-	-	-	38	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
38	-	-	-	-	-	-	38	-	-	-	-
37	-	-	-	-	-	-	37	-	-	-	33
7	-	-	-	-	-	-	7	-	-	-	7
6	-	-	-	-	-	-	6	-	-	-	6
83	-	-	-	-	-	-	83	-	-	-	-
134	-	-	-	-	-	-	134	-	-	-	45
43	-	-	-	-	-	-	43	-	-	-	-
209	-	-	-	-	-	-	209	-	-	-	-
252	-	-	-	-	-	-	252	-	-	-	-
-	-	-	-	-	-	-	-	-	-	8	8
-	-	-	-	-	-	-	-	-	-	45	-
-	-	-	-	-	-	-	-	-	-	1	-
-	-	-	-	-	-	-	-	-	-	54	8
-	249	-	-	-	-	-	249	-	-	-	-
425	249	-	-	-	-	-	674	-	-	54	53
-	-	-	-	-	-	-	-	-	-	-	6
-	-	-	-	-	-	-	-	-	-	-	1
-	-	-	-	-	-	-	-	-	-	-	3
-	-	-	-	-	-	-	-	-	-	-	3
-	-	-	-	-	-	-	-	-	-	-	51
-	-	-	-	-	-	-	-	-	-	-	1
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	2	2
-	-	-	-	-	-	-	-	-	-	2	66
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	62	-
-	-	-	-	-	-	-	-	-	-	62	-
-	-	-	-	-	-	-	-	-	-	9	-
-	-	-	-	-	-	-	-	-	-	8	-
-	-	-	-	-	-	-	-	-	-	45	-
-	-	-	-	-	-	-	-	-	-	0	-
-	-	-	-	-	-	-	-	-	-	53	-
-	-	-	-	-	-	-	-	-	-	127	66
-	-	-	-	-	-	-	-	-	-	94	47
-	-	-	-	-	-	-	-	-	-	28	-
-	-	-	-	-	-	-	-	-	-	28	-
-	-	-	-	-	-	-	-	-	-	151	47
-	-	-	-	-	-	-	-	-	-	38	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	38	-

SADEP Design - Economic and Financial Analysis 13062024.xlsx

-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	89
-	-	-	-	-	-	-	-	-	-	-	-	668
5	-	-	-	-	-	-	5	-	-	2	2	2
5	-	-	-	-	-	-	5	-	-	2	2	759
430	249	-	-	-	-	-	679	-	-	371	925	

Expenditures by Financiers (US\$ '000)

ng Gap	GEF/LDCF											
	2014	2015	2016	Total	2010	2011	2012	2013	2014	2015	2016	Total
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	38	-	-	-	-	-	38
-	-	-	-	-	-	38	-	-	-	-	-	38
-	33	-	66	-	37	-	-	-	-	-	-	37
-	7	-	13	-	7	-	-	-	-	-	-	7
-	6	-	11	-	6	-	-	-	-	-	-	6
74	-	-	74	-	83	-	-	-	-	-	-	83
74	45	-	165	-	134	-	-	-	-	-	-	134
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	15	-	-	-	-	-	-	-	-	-
-	45	-	90	-	-	-	-	-	-	-	-	-
-	1	-	2	-	-	-	-	-	-	-	-	-
-	46	-	107	-	-	-	-	-	-	-	-	-
-	-	-	-	-	581	-	-	-	-	-	-	581
74	91	-	272	-	753	-	-	-	-	-	-	753
-	6	-	11	-	6	-	-	-	-	-	-	6
-	1	-	2	-	1	-	-	-	-	-	-	1
-	3	-	6	-	3	-	-	-	-	-	-	3
-	3	-	7	-	4	-	-	-	-	-	-	4
-	51	-	102	-	57	-	-	-	-	-	-	57
-	1	-	2	-	1	-	-	-	-	-	-	1
9	-	-	9	-	-	-	-	-	-	-	-	-
2	2	2	9	-	2	-	-	-	-	-	-	2
11	66	2	147	-	74	-	-	-	-	-	-	74
-	-	-	-	-	14	-	-	-	-	-	-	14
-	-	-	62	-	-	-	-	-	-	-	-	-
-	-	-	62	-	14	-	-	-	-	-	-	14
-	-	-	9	-	-	-	-	-	-	-	-	-
-	-	-	8	-	-	-	-	-	-	-	-	-
-	-	-	45	-	-	-	-	-	-	-	-	-
-	-	-	0	-	-	-	-	-	-	-	-	-
-	-	-	53	-	-	-	-	-	-	-	-	-
11	66	2	272	-	88	-	-	-	-	-	-	88
-	-	-	141	-	53	-	-	-	-	-	-	53
-	-	-	28	-	32	-	-	-	-	-	-	32
-	-	-	28	-	32	-	-	-	-	-	-	32
-	-	-	198	-	116	-	-	-	-	-	-	116
-	-	-	38	-	42	-	-	-	-	-	-	42
-	-	-	-	-	63	-	-	-	-	-	-	63
-	-	-	38	-	106	-	-	-	-	-	-	106



SADEP Design - Economic and Financial Analysis 13062024.xlsx

-	-	-	-	-	106	-	-	-	-	-	106
-	-	-	-	-	11	-	-	-	-	-	11
-	-	-	-	-	11	-	-	-	-	-	11
-	-	-	-	-	21	-	-	-	-	-	21
-	-	-	89	-	-	-	-	-	-	-	-
668	-	-	1 336	-	-	-	-	-	-	-	-
-	-	-	4	-	10	-	-	-	-	-	10
668	-	-	1 430	-	10	-	-	-	-	-	10
754	157	2	2 209	-	1 201	-	-	-	-	-	1 201

GoSS							
2010	2011	2012	2013	2014	2015	2016	Total
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	4	-	4	-	8
-	-	-	1	-	1	-	2
-	-	-	1	-	1	-	1
-	-	-	-	9	-	-	9
-	-	-	6	9	6	-	20
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	1	1	-	-	-	2
-	-	6	-	-	6	-	11
-	-	0	-	-	0	-	0
-	-	7	1	-	6	-	13
-	-0	-	-	-	-	-	-0
-	-0	7	6	9	11	-	33
-	-	-	1	-	1	-	1
-	-	-	0	-	0	-	0
-	-	-	0	-	0	-	1
-	-	-	0	-	0	-	1
-	-	-	6	-	6	-	12
-	-	-	0	-	0	-	0
-	-	-	-	1	-	-	1
-	-	0	0	0	0	0	1
-	-	0	8	1	8	0	18
-	-	-	-	-	-	-	-
-	-	8	-	-	-	-	8
-	-	8	-	-	-	-	8
-	-	1	-	-	-	-	1
-	-	1	-	-	-	-	1
-	-	6	-	-	-	-	6
-	-	0	-	-	-	-	0
-	-	7	-	-	-	-	7
-	-	16	8	1	8	0	33
-	-	12	6	-	-	-	17
-	-	3	-	-	-	-	3
-	-	3	-	-	-	-	3
-	-	18	6	-	-	-	24
-	-	5	-	-	-	-	5
-	-	-	-	-	-	-	-
-	-	5	-	-	-	-	5

SADEP Design - Economic and Financial Analysis 13062024.xlsx

-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	11	-	-	-	11
-	-	-	82	82	-	-	164
-	-	0	0	-	-	-	1
-	-	0	93	82	-	-	175
-	-0	45	113	92	19	0	271

## South Sudan

---

### **Sustainable Agricultural Development Project Project Design Report**

#### **Annex 5: SECAP Review Note**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department



The SECAP Review note should build on the preliminary note mentioned above, draw on the results of the screening exercise and be informed by the issues raised during the design mission, the stakeholders interviews, publicly available tools and dataset, and environmental, social or climate-related studies that inform on the characteristics of the project location. The SECAP review note includes the revised ESMP and should be attached to the Project Design Report, integrated in Draft Project Implementation Manual (PIM) and COSTAB and shall be submitted to Design Review Meeting (DRM) or IRC (for NSOs).

## 1. Introduction

1. The main objective of the Preliminary SECAP review note for Sustainable Agricultural Development Project (SADEP) is to analyse the state of the socioeconomic and biophysical environment and identify key development challenges and finally propose key actions that should be integrated into the design document of the proposed project.
2. The preliminary SECAP Review Note has been developed by conducting consultations with relevant stakeholders and assessing social, environment and climate related strategies, policies, and programs of the Government of South Sudan. Other information sources include the Country Strategic Note (CSN) and reports/assessment prepared by international organizations and other potential partners such as NGOs and the private sector, the State of the Environment and Outlook Report for South Sudan (2018) and National Adaptation Program of Action (NAPA) that provided information related environment and climate change.
3. The review also discusses the social, environmental and climate change issues related to the proposed project and summarizes the development context, potential environmental, social and climate impacts, linkages to SECAP mainstreaming themes, and makes specific recommendations on how the project can be mitigated, managed, and monitor identified risks and impacts. In addition, the review provides a strong basis to inform the project design team the vulnerability factors in the country such as conflicts, gender inequalities, youth, nutrition, food security and issues related to climate change.

## 2. Situational analysis and potential project impacts

4. The SADEP project is designed to address significant challenges in the agricultural sector, a critical area for the country's development. The project's situational analysis reveals a context marked by environmental and social challenges. South Sudan faces issues such as climate change impacts (drought and flooding), environmental degradation, and reliance on natural resources. These challenges are exacerbated by weak institutional capacity and governance. The region has experienced conflict and insecurity, leading to widespread poverty, vulnerability, and food and nutrition insecurity. The situation is further aggravated by high food prices, inflation, and economic crises.
5. SADEP aims to support subsistence and economically active rural farmers, producers, processors, and associated organizations, including cooperatives and Village Savings and Loan Associations (VSLAs). It also targets micro, small, and medium-sized enterprises that provide services to rural communities. The project's theory of change is expected to positively impact livelihoods by improving food and nutrition security, enhancing agricultural productivity, and increasing resilience to climate change. This will be achieved through market-led value chain development, climate-adaptive production activities, and institutional strengthening. SADEP emphasizes gender, youth, climate, and nutrition, aiming to create equitable and inclusive pathways for sustainable development, acknowledging the diverse needs and contributions of all community members. By addressing these challenges and target groups, SADEP seeks to increase resilience and sustainable development.

### 2.1 Socio-economic assessment

#### a. Overall poverty situation

6. South Sudan is one of the most underdeveloped countries in the world, with structural poverty especially in rural areas. South Sudan has always been overly dependent on crude oil exports, and consecutive shocks to oil production due to trade disputes and conflict severely constrained revenue, public sector investment, and high food prices. Increase in food prices have had a serious adverse impact on the purchasing power and the food security of poor households, the majority of whom depend on the market for their food. By 2016, 83 percent of the country's population was living below the national poverty line. The multidimensional poverty index (MPI) for South Sudan shows 58 percent of South Sudanese experience multidimensional poverty, is the second highest after Niger among Sub-Saharan African countries (60.1 percent). Due to the growing human costs of the prolonged conflict – coupled with COVID-19 effects – the poverty rate is expected to rise in the coming years.
7. Inequality across multiple dimensions is high—but declining overall. Drivers of inequality stem from inequality in education and health rather than from that only in income. There is also a stark gap between the urban and the rural: 55.4 percent of the rural population and 24.4 percent of the urban population are in poverty. Around 92.5 percent of the poor live in rural areas. Rural poverty is characterized by a general lack of access to services, infrastructure, and opportunities beyond basic agricultural production. Rural population is often isolated across large swathes of land with extremely poor infrastructure. Climate change, conflict and displacement further exacerbating the situation. Specially, years of conflict and displacement destroyed productive capacity, markets, road infrastructure, and the social and economic institutions that supported agriculture.
8. About 85 percent of South Sudanese relied on agriculture for their livelihood, but the sector was plagued by limited acreage, high production costs, low productivity, and a recurrent drought and flood cycle. Most farmers produced less food than what they required for subsistence, and nearly 75 percent of all farming households experienced food shortages for at least three months a year. Agricultural markets and value chains have been disintegrated due to protracted conflict, insecurity, looting, significant decline in production, and depressed market demand. Furthermore, high costs and risks, and lack of working capital have forced many traders, processors, aggregators, and middlemen out of business or suspend their activities. Despite all these challenges, agriculture sector has the significant potential to increase food security, reduce rural poverty and malnutrition, and generate both on-and off-farm employment opportunities.

## **b. Gender**

9. Due to civil unrest, political instability, a humanitarian crisis, and pervasive patriarchal attitudes; the obstacles to promoting gender equality in South Sudan are substantial. South Sudan ranks in the bottom third of countries for the life-course gender gap and women's empowerment of the Human Development Index. In South Sudan, poverty has a feminine face, as more female-headed households are poor (57 percent) compared to male-headed households (48 percent). Women constitute 51.6 percent of the poor. The root causes of this gender-based inequality patterns rest in strict gender norms that perpetuate inequality and the limited execution of gender-responsive policies. Women rank among the unemployed at a greater rate than men (13.2 percent compared to 11.2 percent, respectively). A key driver in this is the still lower labor force participation rate for women despite a strong increase in recent years.
10. The rise in women-headed households due to conflict has increased the participation of women in the labor market, albeit in low skill elementary occupations. Due to the entrenched patriarchal society their formalized business progress is also limited. Poor access to tailored advisory services and finance limits female entrepreneurship even though the demand is high. This is partly because financial service providers do not offer financial products that target women, nor do they implement a cohesive policy that supports women in a way that removes barriers that currently restrict access to finance, the need for land as collateral.
11. South Sudanese women and girls have fewer choices and opportunities over the course of their life compared to men and boys and have less agency and options for self-determination. Gender discrimination and gender-based violence is considered high in the country. Traditional and cultural norms highly contribute to this and further exacerbate the situation. Often young girls and women are highly vulnerable to conflict, climate change and food insecurity. South Sudan has one of the highest rates of gender-based violence (GBV) in the world. Key factors that influence GBV include the general normalization of violence, a breakdown of the rule of law, and increases in opportunistic crime often linked to high levels of poverty. South Sudan has the world's highest maternal mortality rate, as well as one of the world's highest rates of child marriage, with more than half of girls marrying under age 18. The practice of child marriage, wife inheritance, and abduction—linked closely to patriarchal practices of bride price—remains prevalent due to conflict, sociocultural factors, and the deteriorating economic situation.
12. Women have traditionally been central to small scale farming; however, their contribution has been neither understood nor appreciated. Men and women often perform separate roles in agriculture, but women frequently end up with more tasks and more time at work. Roles and responsibilities tend to vary across geographies and ethnic groups. The gender division of labour on a farm is vary from getting inputs, land preparation, planting, pest and weed management, harvesting, transporting, and marketing. A study of 1,200 households found that both men and women uphold traditional perspectives on gender roles, with beliefs that a woman should obey her husband in all things (men 51 percent; women 49 percent); a woman's role is taking care of her home and family (men 54 percent; women 51 percent); the husband should decide to buy the major household items (men 54 percent; women 47 percent); and a man should have the final word about decisions in the home (men 59 percent; women 58 percent).
13. Barriers to women's increased participation in income-generating activities are significant. They include a heavy domestic burden with insufficient options for childcare and support, high rates of illiteracy and lack of access to formal education, insufficient opportunities for technical training and business skills development, lack of access to financial services, lack of access to factors of production including land, markets, agriculture inputs, and limited access to technology and business networks. As a result, businesses operated by women are overwhelmingly subsistence level or micro-enterprises.

### **c. Youth**



14. South Sudan ranks 3rd from bottom on the Youth Development Index (YDI) 2020. Of South Sudan's 11.1 million population in 2019, 42 percent (4.6 million) are aged 14 and younger. The youth population stands at 2.2 million (aged 15-24 years) or one in five in the country. These factors make South Sudan's youth demographic a powerful force for the future trajectory of human development in the country.
15. In 2015, South Sudan population was estimated at 12.3 million. About 70 percent of the population is aged 16-32 years, which is reflected in the main towns including Juba. Unfortunately, South Sudan has not maximized the youth bulge resulting in several youth being recruited and fighting in the war. Youth destitution and lack of empowerment, underpinned by low level of education, limited skills, absence of productive capacities and income generation opportunities are among the principal factors likely to fuel more conflict. Youth often not only lack of skills necessary to obtain a job, but their access to employments is also limited and or lack of access to financial services, land, markets, lack of social networks to obtain employment and or business opportunities. About 78 percent of the active labour force is in non-wage, low-productivity employment concentrated in the agriculture sector. However, with the growing number of returnees, the government is challenged to ensure that more South Sudanese acquire relevant skills and are absorbed in the labour market. Returnees need to earn a living as early as possible to settle their lives hence the need to acquire vocational skills which do not require long term investment.
16. **Child labour:** Children in South Sudan engage in the worst forms of child labour, including in armed conflict and cattle herding. Levels of child involvement in economic activity are remarkably high affecting almost half of 10-14-year-olds (45 percent) according to BILA (2018). These children spend at least some time each week performing economic activity. Most of these economic activities constitute child labour in a legal sense. South Sudan Child Act of 2008 has set the minimum age for the admission of a child to paid employment at 14 years but set a lower minimum age of 12 years for light work (AfDB 2015). Children's involvement in economic activity is associated with compromised education. Although school attendance is low for all children in South Sudan, this is especially the case for working children Aat 24 percent. In rural areas where subsistence farming and pastoralism are labour intensive, it is common that children under 15 years old assist their parents at work. Although the government has established institutional mechanisms for the enforcement of laws and regulations on child labour, the exceptionally low number of worksite inspections conducted at the national level impedes the enforcement of child labour laws.

#### **d. Indigenous peoples**

17. The concept of "Indigenous peoples" and its interpretation in the context of South Sudan are extremely sensitive. Identifying some groups as "indigenous" would imply that other groups don't belong to the social and cultural identity of the country and would therefore drive unjustified inequalities and potential injustice. In a country which is 11 years old and still trying to forge a common framework for a unified people, identifying and targeting indigenous peoples is a major challenge.

#### **e. Marginalised groups**

18. **Returnees:** According to UNHCR data on returnee flows, more than 126,800 refugees have spontaneously returned to South Sudan since January 2019 with 55 percent being female headed households and 1.3 percent child headed. The highest number of spontaneous refugee returnees was recorded in Kajo-Keji of Central Equatoria. Although most returnees have settled in Eastern Equatoria and Central Equatoria states, these may or may not be their places of origin. Although many returnees have land for farming, they lack seeds and tools. Reliable livelihoods opportunities are scarce and although they may have capacity, they lack start-up capital. House, land and property issues is another challenge for returning families because they cannot return to their places of origin as their land/houses and properties have been occupied by the cattle keepers from other states. While a marked increase in displaced people deciding to return would be an indication of greater stability and prospects for prosperity and potentially reinforce these in the long term, high volumes of returns could in the short to medium term worsen vulnerable people's well-being and living conditions and erode community resilience. This could be due to greater competition over limited food and livelihoods, pressures put on already stretched basic services, or problems related to housing, land and property. The current level of service provision in areas of return is estimated to be unsustainable for higher rates of return.
19. **Internally displaced persons (IDPs):** In the context of recurring ethnic conflicts and consequences of climate change, many South Sudanese are pushed to move to seek better opportunities. In November 2021, there were around 1.6 million IDPs in the country, 55 percent of whom were women and girls. Among SSLRPs counties, Aweril in Lakes counts the most IDPs while Wau in Western Bahr El Ghazal State has the largest proportion of returnees (see figure on populations).
20. **Persons with Disabilities:** Households that have members with persons with disabilities have a reduced capacity to generate adequate resources for food and other basic needs. They face significant social and political exclusion and are among the most marginalised in society. According to the South Sudan Annual School Census (ASC) in 2012, 1.37 percent of all school enrolled pupils are children with disabilities. Households headed by an individual with disability are 38 percent more likely to live in extreme poverty than households headed by an individual without disability. The National Disability Assessment indicated that 89.3 percent of respondents with disabilities were unemployed, 4.5 percent had been employed and 6.2 percent were engaged in business. Persons with disabilities are confronted with poor infrastructure and stigma and prejudice, hindering their ability to fully contribute to the country's economic growth. Limited capacity within the government structures to respond to medical, educational and mobility needs of PWDs and very few social safeties net programs aggravate existing insecurities and vulnerabilities. According to the South Sudan Union for Persons with Disabilities, girls and women with disabilities are particularly at risk as they face challenges in accessing basic needs, including personal hygiene kits, and are more likely exposed to GBV.

#### f. Nutrition

21. South Sudan has further one of the world's worst health indicator outcomes globally. South Sudan's maternal mortality ratio is one of the highest in the world with 1,150 per 100,000 live births. Malnutrition is associated with multiple immediate and underlying causes including WASH, care practices, poor quality of diets (as evidenced by the low MAD and WDD) and morbidity. This is further compounded by the chronic nature of waterborne diseases, low use of latrines, poor personal hygiene and living environments, and limited access to hygienic materials. An estimated 60 per cent of the total population either rely on unimproved or surface water sources; or must walk more than 30 minutes to reach the improved water sources or face protection risks even if they could access the improved. Flooding also contributes to internal displacements causing disruptions to livelihoods and water. Insufficient food consumption is a primary cause of malnutrition. Generally, 52 percent of households had poor food consumption and an additional 29 percent had borderline food consumption, with high prevalence rates of poor consumption in Western Bahr El Ghazal (73 percent), Western Equatoria (65 percent), and Jonglei (64 percent). Food consumption was dominated by the consumption of staples like maize, sorghum, cassava, rice, millet with 78 percent of households consuming these items in the past 24 hours. Around 48 percent of households consumed vegetables and 42 percent of households consumed condiments in the past 24 hours. Fish, fruit, meat, and eggs were generally consumed infrequently.
22. No progress has been made towards achieving the global target of reducing anaemia among women of reproductive age, with 35.6 percent of women aged 15 to 49 years affected. At national level, 35.2 percent of women aged between 15 to 49 were found to be underweight with the highest malnutrition rates in Warrap, Jonglei, Unity and Northern Bahr El Ghazal. The prevalence of wasting among women of reproductive age is 19.8 percent with highest prevalence reported in Jonglei (33.3 percent) and Warrap (27.5 percent). Maternal nutrition is linked with poor child nutrition outcomes; hence child nutrition status may be affected adversely if the maternal nutrition status continues to worsen.
23. Meanwhile, there is insufficient data to assess the progress that South Sudan has made towards achieving the low-birth-weight target, nor is there adequate prevalence data. The same result can be seen for exclusive breastfeeding. There is insufficient data to assess the progress that South Sudan has made towards achieving this target; however, the latest prevalence data shows that 44.5 percent of infants aged 0 to 5 months are exclusively breastfed. South Sudan has made some progress towards achieving the target for stunting, but 31.3 percent of children under 5 years of age are still affected, which is higher than the average for the Africa region (30.7 percent). The highest stunting rate was recorded in Eastern Equatoria (27.5 percent), followed by Western Equatoria (25.2 percent), Northern Bahr el Ghazal (17.1 percent) and Western Bahr el Ghazal (16 percent).
24. There is insufficient data to assess the progress that South Sudan has made towards achieving the target for wasting; however, the latest prevalence data shows that 22.7 percent of children under 5 years of age are affected. This is higher than the average for the Africa region (6.0 percent) and among the highest in the world.
25. The status of complementary feeding of children 6 to 23 months remains poor due to poor minimum meal frequency, low timely introduction of solid and semisolid foods, low minimum acceptable diet across all. Intake of the recommended food groups (Minimum Dietary Diversity – MDD) is very low in all states at 14 percent. Unexpectedly high morbidity during the post-harvest season, poor complementary feeding practices contribute to the high level of acute malnutrition. This suggests that malnutrition may be related to behaviour and/or lack of awareness of appropriate child feeding and caring practices among caregivers.
26. Overall dietary diversity among women of childbearing age is at 30, 37 and 21 percent in Central, Eastern Equatoria and Jonglei respectively. This is as result of poor access to food and the intra-household dynamics that mean women are the last to eat in times of food stress/crisis. Women suffer greater food insecurity, due to their cultural and social roles as care givers of children and older and or disabled people, meaning that they may refuse or pass on food within families, especially in female-headed households where there may be a concentration of needs. Maternal undernutrition contributes to neonatal deaths through small for gestational age births; stunting, wasting, and micronutrient deficiencies are estimated to contribute to child deaths annually. Heavy women's workload and limited childcare options are factors compounding child malnutrition. Additionally, early age at marriage and age at first birth is significant and contributes to foetal growth restriction, which increases the risk of neonatal death and for survivors, of stunting by two years of age. Poor nutrition knowledge amongst care givers coupled with the chronic food insecurity situation in most communities contributes greatly to general lack of dietary diversity, and hence, reduced intake of nutritious diet in Southern Sudan.

## 2.2 Environment and climate context, trends and implications

27. South Sudan is home to a wide variety of animal and plant species and globally important ecosystems. The diversity of these ecosystems is threatened by the growing number of people, expansion of urban areas, high human dependence on natural ecosystems and increasing industrial activities such pollution and over-extraction of resources. As a result, the number of wildlife species has reduced significantly, and many wetlands have started degrading. The economy of South Sudan is highly dependent on natural resources and the country is already facing serious challenges due to climate change, such as floods and droughts. According to the Climate Change Vulnerability Index 2017, South Sudan is the 5th most vulnerable country to climate change in the world. South Sudan is ranked 176th out of 181 countries, inferring it to be extremely vulnerable and the 14th least ready country to combat climate change effects.

### a. Environmental assessment

## 28. Agro-ecological zonation

29. South Sudan is classified into seven agro-ecological zones (NAPA, 2016), which have been determined considering the livelihood patterns, crop production, livestock rearing, physical geography and agro-ecology. The following are the agroecological zones of South Sudan:
- Greenbelt (Western Bahr el Ghazal; Western, Central and Eastern Equatoria): Rely almost exclusively on agriculture. Smallholder rural and urban/peri-urban livestock keeping is focused on poultry and goats. Traditional and modern beekeeping and wild gathering of honey are additional sources of income in this zone.
  - Ironstone Plateau (Northern and Western Bahr el Ghazal; Warrap; Lakes; Western, Central and Eastern Equatoria): Heavily dependent on crop production. Parts are largely agro pastoral with livestock production the predominant source of income.
  - Hills and Mountains (Central and Eastern Equatoria; Jonglei): Both agriculture and pastoralism are practiced. In this zone reliance on cattle increases during difficult years.
  - Arid/Pastoral (Jonglei; Eastern Equatoria): Driest zone, with one cropping season. Swamps are used for grazing during the dry season. This zone is characterised by nomadic pastoralism with a strong reliance on livestock. Small-scale crop production supplements livestock production.
  - Nile and Sobat Rivers (Jonglei; Unity; Upper Nile): Abundance of water resources and good vegetation cover for grazing but flooding hampers access to the grazing land.
  - Western Flood Plains (Northern Bahr el Ghazal; Lakes; Warrap): Main source of income is agro pastoralism, which is supplemented by fish and wild foods. In this zone Livestock are important for both food and income in this agro ecological zone
  - Eastern Flood Plains (Jonglei; Upper Nile): This zone is Inhabited by both pastoralists and agro pastoralists. Low-lying terrain and black cotton soils pre-dispose the area to flooding.

## b. Climate trends and impacts

30. The majority of the population is dependent on climate sensitive sectors for their livelihoods (e.g., agriculture, forestry resources and fisheries) and likely changes in temperature and rainfall intensity may have long-lasting negative impacts on the already poor health, nutrition and economic status of the country. It should be mentioned that South Sudan's vulnerability to climate change and natural disasters compounds the country's humanitarian situation, jeopardizes recovery, and undermines development efforts. Since its independence in 2011, the country has suffered severe droughts (2011, 2015) and floods (2014, 2017, 2019, 2020, 2021, and 2022), resulting in high numbers of casualties, displacements, and loss of livestock — severely impacting people's livelihoods. This is true in the priority States (see the profile table of priority States) Disasters in South Sudan resulting in high levels of vulnerability are driven and triggered by various factors influenced by climatic changes and human negligence. Disaster preparedness and management is a cross-cutting activity that affects every sector of the South Sudan society. It is recalled here that the financing gap to achieve South Sudan's climate and green growth ambitions is an estimated \$9.94 billion a year over 2020 to 2030. This astronomical amount is way beyond the government's financial ability during other multiple competing development needs. Overall, climate adaptation and mitigation needs are substantial in agriculture, livestock, and disaster risk management, among others.
31. Climate data are scarce for South Sudan because of the long period of civil war and the historic focus of many studies and data sets on northern Sudan. In general, the country is experiencing substantially warmer and drier weather, and more droughts. In addition, rainfall is becoming more erratic, and the frequency and severity of floods is increasing. Based on regional trends and meteorological data from the mid 1970's to late 2000's, it has been shown that: i) summer rainfall has decreased by 15 to 20 percent across parts of South Sudan; particularly the north-east; and ii) temperature has increased by more than 0.4°C per decade over the past 30 years. In addition to this, observed trends and anecdotal evidence indicate that: a) the duration and timing of rain has become erratic with the rainy season being delayed and shorter; b) some areas are receiving less rain and consequently the water tables are dropping; c) the region that receives 500 mm or more of rain has contracted, increasingly exposing populations in northern areas to rainfall deficits; and d) the desert is expanding southwards. This will have negative impacts on the agriculture sector, particularly the yields of important crops in the country are projected to dwindle under 'no irrigation' model (see the Climate Adaptation in Rural Development (CARD) assessment tool in Figure 2).

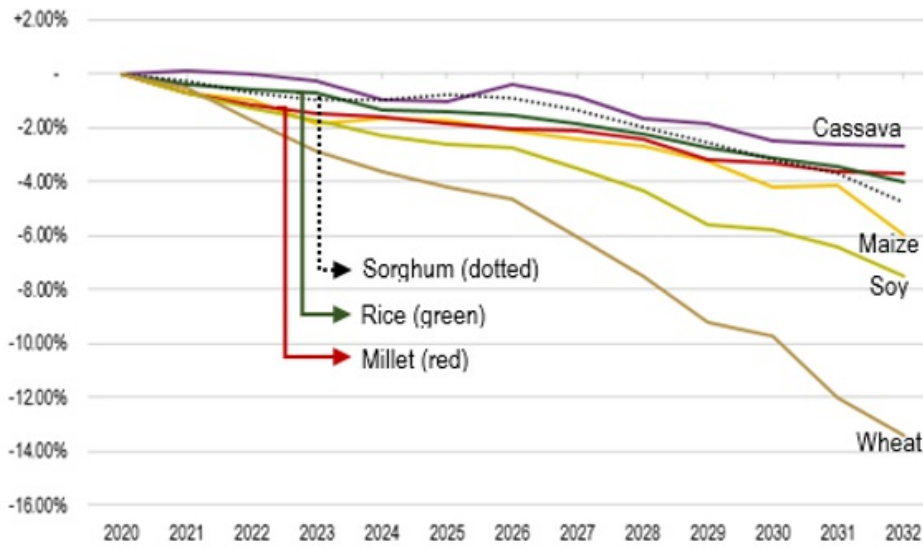
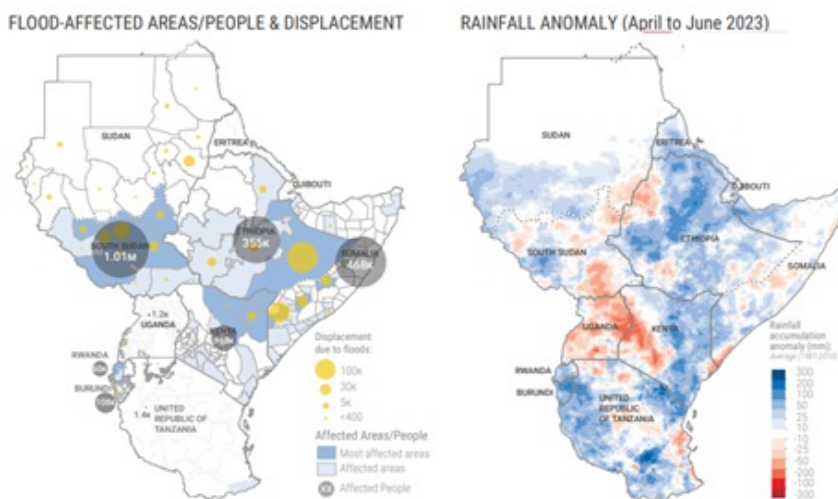


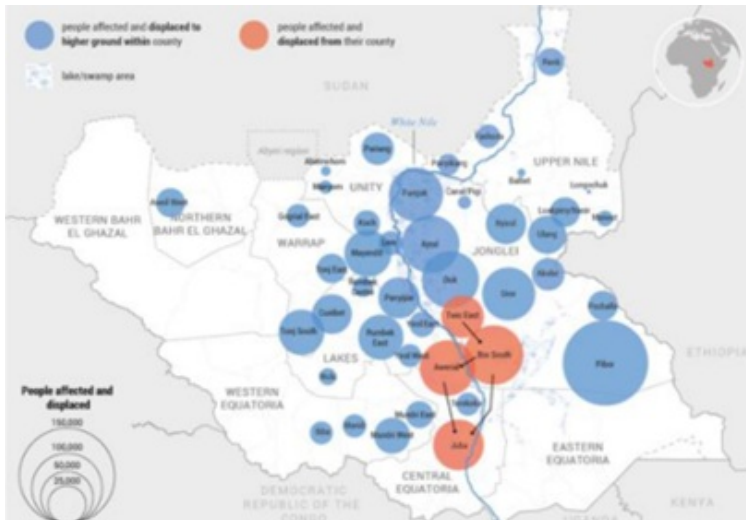
Figure 2: Projected crop yields between 2020 and 2032

32. Impacts of climate change

33. Since 2019, South Sudan has suffered four consecutive years of severe flooding. The May–November 2022 floods were considered one of the worst in the last 30 years. In December 2022, nearly 1.1 million people (8.6 percent of the population) were affected across 9 states and 39 counties. Northern Bahr el Ghazal and Warrap States had the highest number of affected people, estimated at 251,700 and 208,000, respectively. Unity and Upper Nile States with 168,000 and 153,000 affected people, respectively, followed. Many areas affected in 2022 were also affected in the previous three years, in Unity, Warrap, Jonglei, and Upper Nile States. With on average 750,000 to 1 million people affected annually between 2019 and 2022, it is estimated that in some of the most flood-prone areas, more than half of the population has suffered recurrent flood impacts over the past four years. While these areas are historically prone to flooding, the extent and duration of the latest sequence of flooding is unprecedented, and many communities are finding themselves in a state of protracted climate-related crisis which is further affecting their lives and livelihoods. Figure 3 shows maps that demonstrate that 8 million (i.e. ~72 percent of the total population) (A) need food and nutrition security (C). The majority of these (catastrophic category (A and B)) are within states with high flood susceptibility (D) due to factors related to extreme weather events (B).

34.





35. Figure 3 Flood prone areas and rainfall anomalies

36. These effects of climate change, in turn, decrease agricultural productivity, upon which most of the population depends for their livelihoods. Unless communities adapt, climate change will hinder socio-economic development and contribute to existing tensions and conflicts over natural resources in South Sudan.
37. Changes in weather patterns are expected to result in reduced water availability, accelerated desertification and soil erosion processes, irregular rainfall, damage from droughts and floods, and higher risk of pest and disease outbreaks. For example, over 900,000 people in late 2022 were severely affected by floods. Degrading ecosystem services can cause friction between competing forms of land use and competition for resources within land use sectors. Despite these risks, environmental management frameworks at the state and country level are either non-existent or minimal. These nascent institutions have been weakened by a deficit of technical knowledge, financial resources, and the Government's low priority ranking of environment and climate change issues. The unregulated exploitation of natural resources and extraction of oil can also exacerbate existing environmental impacts and affect the livelihoods of the communities who rely on the land for a living.

### c. Climate change mitigation

#### 38. Climate change mitigation and adaptation

39. **Mitigation:** The proposed project is not expected to contribute as such to greenhouse gas (GHG) emissions. However, EX-ACT tool could be used to estimate its overall mitigation potential during full design preparation. Overall, the project will obviously contribute to GHG emission reduction and sequestrations using renewable and energy saving technologies, Climate Smart Agriculture (CSA) practices including forestry and agroforestry and various watershed management activities. The project will be designed and implemented inline to IFAD policies as well as the government's climate strategy and plans.
40. **Adaptation:** The project will implement proven climate smart technologies such as conservation agriculture, composting, agroforestry as well as biophysical soil and water conservation, to enhance adaptation. Furthermore, IFAD's Climate Adaptation in Rural Development (CARD) tool will be used to identify crops whose productivity will be increased in the coming 10 years under climate change.

## 2.3 Target group profiles

41. SADEP's primary target groups are: (1) the poorest and poor households, identified at inception through participatory methodologies appropriate to their circumstances; and (2) vulnerable people who have little access to assets and economic opportunities due to social exclusion, marginalization, and the negative impact of climate change. They are grouped as follows. These food insecure smallholder farmers account for approximately 80 percent of the project area concentrated in subsistence production. They generally own land with between 0.5 and 1 ha in production. These households are essentially characterised by: i) low production and productivity of the main crops (cassava, sorghum, maize, groundnuts, cowpeas); ii) vulnerability to climate change; iii) lack or low access to production factors (land, improved inputs, water and capital); iv) limited access to mechanisation; (v) weak organisational capacity; and (vi) low-income levels. In general, the target group does not often produce enough to cover their food needs and are highly vulnerable to climate shocks and use traditional methods of production. The project's primary objective for these farmers is to increase production for home consumption and a surplus for the market through adapted and good climate resilient production technologies, climate smart agriculture, improved access to water and inputs and enhanced income generation. These challenges are further aggravated by vulnerabilities emanating from gender inequality, malnutrition, and conflict.

### 3. Institutional analysis

#### 42. Gender

43. The country has legal and policy environment for promoting equal rights and has ratified and enshrined into law most international and regional normative standards. Several laws contain clauses which underpin aspects of gender equality and women's rights.

44. The National Gender Policy (2012 – 2017): The goal of achieving gender equality in South Sudan is anchored in the country's Transitional Constitution and guided by a vision of equality as an inalienable right for all women, men and children, and gender equality as a human right. The National Gender Policy recognizes the challenges presented by high levels of GBV, illiteracy among women, and pervasive patriarchal attitudes. The Policy aims at a country free from all forms of discrimination and violence, where women, men and children enjoy their human rights based on equality and non-discrimination in all spheres of national life. It is underpinned by the commitment of the Government of South Sudan to uphold and protect the rights and dignity of all the people. The institutional arrangement for the implementation of the policy focuses on the Ministry of Gender, Child and Social Welfare (MGCSW). The Ministry is the lead institution for the National Gender Machinery, supported by the position of Presidential Adviser on Gender and Human Rights. The MGCSW is the lead institution of the gender machinery has the responsibility of coordinating a "gender management system" bringing together all the stakeholders, to ensure a coherent and coordinated approach to managing and implementing the policy.

#### 45. Youth

46. The government has realised that vocational skills training has the potential to meet the growing economic opportunities in the rebuilding of the country and provide an alternative pathway to economic empowerment, considering the low levels of education in the country. The government has prioritized youth employment generation and the improvement of livelihoods as one of the five Peace and State building goals of the National Development Strategy - NDS (2018-2021). Under its Economic Cluster Results Framework, the NDS provides for the achievement of the goal to "improve food security and livelihoods and revitalize the national economy". As a cross-cutting priority, the NDS identified the empowerment of youth to address unemployment challenges as a strategic objective.

47. The key policy and strategy frameworks that are guiding the programming in skills development include: (i) the South Sudan Vocational Training Policy 2014 (Final Draft) under the Ministry of Labour, Public Service and Human Resource Development (MoLPSHRD), which guides the ministry in its vocational training work, while its Labour Act 2017 provides labour standards; (ii) National Technical and Vocational Education and Training Policy and General Education Strategic Plan 2017-2022 under the Ministry of General Education and Instruction (MoGEI); and (iii) the South Sudan Youth Development Policy 2019 (Revised) under the Ministry of Culture, Youth and Sports (MoCYS) which guides its work on vocational training focused on youth. As part of government consideration of Skills Development and Vocational Training Programming, it has established a Directorate of Vocational Training in the MoLPSHRD and a Directorate of TVET in the Ministry of General Education and Instruction (MoGEI).

#### 48. Marginalized groups, such as persons with disabilities:

49. The National Social Protection Policy Framework of the Ministry of Gender, Child, and Social Welfare (MGCSW) aims to address multiple vulnerabilities and secure livelihoods as well as access to social services for the most vulnerable. South Sudan has signed the Convention on the Rights of Persons with Disabilities (CRPD), which sets a clear sign of commitment to promote human rights for persons with disabilities and to eliminate forms of discrimination. The South Sudan Disability and Inclusion Policy serves as the national legal framework and lays out its commitment to address and respond to the vulnerabilities faced by persons with disabilities, and to promote and protect their rights and Further, the Ministry of Education, Sciences and Technology in partnership with Light for the World, are in the process of developing a policy on inclusive education, which shall facilitate access to education for persons with disabilities. These are vital steps to ensure persons with disabilities are well integrated in the society and will pave the way for enhanced participation in social, economic, and political decision-making processes.

#### 50. Nutrition

51. Food Security Council (FSC) was established to ensure the overall alignment and harmonization of food security initiatives of the

various line ministries and commissions, and to provide guidance for national food security policies and It is also a platform for enhanced coordination and fostering linkages among the nine ministries that deal with various aspects of food security.

52. A Resilience Technical Working Group established to coordinate the current analytical efforts and programming efforts. Recognises that building resilience requires a multi-sector approach and a long-term commitment to flexible programming aimed at reducing the risk and strengthening capacities; and it also requires a partnership approach to the development of a common resilience building. National Health Policy 2016-2026: Includes nutrition as a component with the Basic Package of Health and Nutrition Services (BPHNS). It provides guidance on nutrition, therapeutic feeding, and control of malnutrition in special and vulnerable groups. National Food Security Policy 2012: Supports policy measures and strategies meant to mitigate the adverse effects and impacts from climate change in the medium and long-term. These include the development of community adaptive capacity for climate change through the development of crops that can resist droughts and floods. In March 2017, the Ministry of Health (MoH) launched the Boma Health Initiative (BHI), a community health system strengthening initiative intended to bridge the gap between health facilities and communities. It is designed to increase equitable access to community health services, and the participation of communities in promoting ownership and sustainability of the health services. The BHI also seeks to formalise the role of boma health workers (BHWs), who provide healthcare within their Boma (an administrative division) through a range of services. In particular, the BHWs provide preventive and promotive nutrition services such as nutrition education and social behaviour change communication. There is also established a community level structure for nutrition through Community Nutrition Volunteers that link households to the boma level health facility.
53. The causes of malnutrition are multi-faceted and hence require a multi-sectoral approach and platform such as the global Scale-Up Nutrition (SUN) Movement, South Sudan became a member of the SUN movement in 2013. The South Sudan Multi-Stakeholder Platform (MSP) has made significant progress in ensuring that nutrition is among the top national priorities. During the establishment of the Parliamentary Alliance for Food Security and Nutrition in 2022, three ministries (the Ministry of Health, the Ministry of Agriculture and Food Security, and the Ministry of Gender, Child, and Social Welfare) presented a strong case for mainstreaming nutrition and allocating resources from the national budget. The Ministry of Health, in collaboration with stakeholders, has started reviewing and developing a food and nutrition policy. Efforts continue to develop standard measures for the proper implementation and use of breast-milk substitutes and specialized nutritious foods, including ready-to-use foods.

#### 54. **Environment and Climate Change**

55. The Ministry of Environment and Forestry (MoEF) and Ministry of Agriculture and Food Security (MAFS) are the two most important government organisations responsible to undertake environment and climate change related tasks.
56. The Ministry of Environment and Forestry: Tasked with developing policy and regulatory frameworks on environment and forestry. The Directorate of Climate Change and Meteorology in the Ministry develops and implements programmes to address climate change issues and coordinates the implementation of South Sudan's obligations under the UNFCCC and the Convention on Biodiversity (CBD). Besides, the Ministry is responsible for SECAP related activities such as categorization of projects, review of ESIA/ESCOMP as well as compliance monitoring. MoEF does not have equivalent structures at state and county level. At the level of the states the department of environment is embedded within the MAFS and an environmentalist and/or NRM expert is available at the county level and is accountable to the county governor. The other challenge is that the communication, in terms of reporting, supervision etc, between the MoEF and the states and counties are not as such strong. The MoEF at all levels, is responsible for the Environmental Impact Assessment related tasks.
57. The Ministry of Agriculture and Food Security is mandated to develop and implement policies, objectives, and strategies for South Sudan's agricultural sector to improve food security and contribute to economic growth and environmental sustainability, and to facilitate and encourage the equitable and sustainable development of improved livelihoods. It exercises its role through the Directorate of Research and Training and the Directorate of Agriculture and Extension services. The MAFS has equivalent structures at the states and have a formal vertical reporting.
58. State Ministries Responsible for the Environment: Each State Ministry responsible for the environment is mandated to: implement national policies, laws, regulations, environmental laws; coordinate implementation of national environmental programmes throughout the State; ensure that the national environmental standards, including the standards for the conduct of environmental impact assessments, are adhered to by all the stakeholders in the State; coordinate implementation of projects funded by the National Environment Protection Fund and the donors; protect areas designated as Natural Heritage Sites, National Parks and Game Reserves, National Conservation Forests; render an annual report on the environment in the State to the National Ministry of Environment to be able to compile and submit the annual report of the Government to the National Council of Ministers, the National legislative Assembly and the National Legislative Council of States; coordinate, cooperate and collaborate with the National Ministry, local governments and development partners in the State on matters related to the environment; and raise funds for environmental management programmes in the States.

#### 59. **The National Environment Policy**

60. The goal of the National Environmental Management and Sustainable Development Policy is to ensure the protection, conservation and sustainable use of the natural resources of South Sudan without compromising generational equity. The following are the strategic objectives of the Policy: (i) to develop laws, regulations and guidelines to ensure sustainable, (ii) to build the human and institutional capacities of the national Ministry, state institutions, the local government responsible for environment, (iii) to integrate environmental considerations into the development policies, plans, and programmes (iv) to prevent environmental pollution and degradation and develop effective strategies for waste Management (v) to adapt to and mitigate negative effects of climate change The National Environment Policy has identified the role and responsibilities of the national, state and country level structures.

#### 61. **South Sudan's National Adaptation Programme of Actions (NAPA)**



62. Climate Change is a cross-cutting national policy with the overarching objective to communicate to the international community priority activities that will address South Sudan's urgent and immediate needs for adapting to the adverse impacts of climate change.
63. In increasing the resilience of livelihoods to climate disasters the framework will enable more inclusive and efficient agricultural and food systems with the top Adaptation Project to promote reforestation and agroforestry to reduce vulnerability to droughts and floods. To this end, the activities include promotion of agroforestry practices in rural communities; strengthening of forest extension system; undertaking of market assessments and value chain analyses for forest products; developing markets and value chains for forest products by developing sustainable management plans for timber (and charcoal) harvesting. and rehabilitation of degraded forests, focusing on tree species that generate multiple non-timber forest products and generate alternative livelihoods; promotion of alternative energy options; capacity-building and awareness-raising of rural communities, including training of community members to integrate tree planting and management in their farming systems.
64. Other priority projects under this programme of action include 'Sustainable management and conservation of wetlands in South Sudan' whose main objective is to conserve and sustainably manage wetlands in South Sudan to reduce the negative effects of floods and droughts on surrounding communities and establishment of improved drought and flood Early Warning Systems in South Sudan through improved hydro-meteorological monitoring network for timely provision of accurate information for disaster preparedness to reduce the vulnerability of local communities to floods and droughts.
- 65. Project alignment to government's Environment and Climate policies and strategies**
66. National Determined Contributions (NDCs, 2021): South Sudan significantly increased its climate ambition of reducing emissions across its sectors by 109.87 million tonnes of carbon dioxide equivalent while sequestering an additional 45.06 million tonnes by 2030. The second NDC will contribute to South Sudan aim of transitioning from a least developed country to a middle-income country by 2030. The second NDCs has identified the adaptation strategies for key sectors such as agriculture and fisheries, infrastructure, forestry, biodiversity, ecosystem and sustainable wetland management and water, all of which are in line with IFAD's comparative advantage and investment priorities.

#### **4. Environmental and social category**

67. SADEP, Environmental and social category is classified as moderate. This assessment considered the following factors:
1. Environmental and Social Impacts: The project poses potential risks to biodiversity conservation, resource efficiency, pollution prevention, and cultural heritage. However, these impacts are generally minor or moderate in nature, often confined to small areas or temporary in duration.
  2. Indigenous Peoples and Labour Conditions: There are potential impacts on indigenous peoples and labour working conditions, but these are either minor or well-regulated, indicating a moderate risk.
  3. Community Health and Safety: While there is a possibility of negative impacts on community health and safety, these are expected to be manageable within the project's scope.
  4. Resettlement and Financial Intermediaries: The project does not involve significant risks related to physical or economic resettlement, nor does it involve high-risk investments.
  5. Gender and Youth Considerations: The project specifically targets women and youth, indicating an awareness and mitigation of social risks related to these groups.
  6. Nutritional Risks: The project does not lead to unintended negative impacts on nutrition, aligning with its objectives of improving food security and nutrition.

#### **5. Climate risk category**

68. The climate risk classification for SADEP is identified as Substantial. This classification is based on various factors assessed through a multi-step process:
1. Hazard Identification: The project area is expected to face multiple climate-related hazards such as river and urban floods, landslides, cyclones, water scarcity, extreme heat, and wildfires.
  2. Exposure Assessment: The project is located in areas exposed to weather-related natural hazards, including tropical and semi-arid zones, and riverbanks.
  3. Sensitivity Assessment: Sensitivities such as conflict exacerbating vulnerability to weather-related hazards, population displacement due to climate change, and social inequalities being worsened by climate change are considered.
  4. Adaptive Capacity and Climate Resilience: Factors such as the absence of a high Disaster Risk Reduction progress score, limited economic means of the target population to adapt to weather-related shocks, and insufficient rural infrastructure service delivery were taken into consideration in determining the risk category.
69. Given these factors, the project faces substantial climate risks due to the combination of high exposure to various climate hazards, significant sensitivity of the population and systems in the project area, and limited adaptive capacity. This classification is based on the current understanding of the project's context, and there may be additional information that could further refine this assessment during project design.
70. The proposed project is expected to provide following type of support to:
- Climate adaptation: SADEP aims to enhance the resilience of communities and ecosystems to the adverse impacts of climate change. This involves investing in climate-adaptive agricultural practices and technologies to help communities better manage and withstand climatic stresses such as droughts, floods, and variable rainfall. SADEP will focus on lack of real time climate and weather information and increase the coverage of weather stations.
  - Promotion of sustainable practices: The project will promote sustainable land management practices, including soil conservation and agroforestry. These practices are intended to combat land degradation, enhance biodiversity, and increase the sustainability of agricultural production.
  - Water Management: Water scarcity is a critical challenge in South Sudan. SADEP supports the development of climate-resilient water infrastructure, such as multiple water use systems that are designed to provide water for irrigation, livestock, and domestic use. This infrastructure is vital for maintaining agricultural productivity and community well-being in face of climate variability.
  - Natural resources management: Efforts to reduce deforestation and environmental degradation are integral to the project. SADEP includes measures to restore degraded lands and promote conservation practices that protect the.
  - Build rural institutions such as farmer groups, cooperatives and farmers that have the potential to become more resilient through the adoption of green technologies with opportunities to strengthen indigenous climate risk management capabilities to integrate climate resilience aspects through policy dialogue to improve agricultural sector strategies and policies.
  - Smallholder farmers with potential to integrate climate resilience measures.
  - Smallholder farmers that would benefit from a more thorough climate risk and vulnerability analysis to identify the most vulnerable rural populations, improve targeting, and identify additional complementary investment actions to manage climate risks.

## **6. Recommendations for project design and implementation**

## 71. Social Inclusion

72. The project should review existing policies and strategies to create enabling environment and to ensure social inclusion, identify entry points to enable persons with disabilities to participate in economic activities, and address gender-, and youth-sensitive barriers to economic empowerment. Following consultations with community members, including women, youth, returnees, IDPs, persons with disabilities, additional strategies and action plans will be developed to ensure project activities respond to the unique needs and priorities of target beneficiaries.

## 73. Women empowerment and gender equality

74. Addressing gender disparities and empowering women in fragile or conflict-affected environments, like South Sudan, is a critical element of the factors that can drive and perpetuate instability and conflict and undermine broader peace and state-building efforts. The project should explore the following strategies:
75. Enhance women's access to education: Establish programs to provide basic and vocational education to women in rural areas, empowering them with knowledge and skills in business and marketing.
76. Promote economic empowerment: Develop entrepreneurship and income-generating opportunities for women through training, access to microfinance, and support for small-scale enterprises.
77. Foster leadership and decision-making: Encourage women's active participation in community decision-making processes, local governance, and leadership roles in various groups supported by the project to ensure their voices are heard and valued.
78. Raise awareness and change social norms: Conduct awareness campaigns to challenge traditional gender norms, promote gender equality, and eliminate harmful practices that undermine women's rights.
79. Strengthen support networks and partnerships: Establish collaborations with local organizations, government agencies, and community leaders to build sustainable networks that support women's empowerment initiatives.

## 80. Youth employment and jobs creation

81. Youth populations alike are a critical force for growth and job creation in South Sudan, and supporting them by addressing cultural, social, and economic norms that constrain their participation has the potential to accelerate development and economic growth in the country. The project needs to be designed to address these barriers by integrating business, literacy, and life skills training and creating links to specific value chain opportunities for youth (both women and men) who do not have formal education, in combination with more market-focused activities. A strong focus on creation of employment opportunities for the youth will be advanced through the following activities: (i) capacity building, apprenticeship, entrepreneurship training, business skills and formal courses in animal husbandry (ii) access to capital through grants, (iii) voice through representation on decision-making in entrepreneurship.
82. Youth will therefore be engaged in a wide variety of on and off- farm activities at production level and at other points in the value chains.

## 83. Nutrition

84. Improving dietary habits and practices among the project beneficiaries can help in reducing malnutrition and improving food security of targeted households. Given the existing huge gap in dietary and care practices coupled with poor dietary diversity scores for women and children, project implementation will focus on interventions that directly address the core deficiencies in knowledge, attitudes, and practices at household level. Context appropriate approaches will be used to transfer nutrition related knowledge and skills particularly to women but also including the producer organisations. The design of SADEP has mainstreamed nutrition sensitive interventions through the project components and implementation will optimise the sorghum and its associated systems value chain (sorghum, groundnuts, sesame), fisheries value chain and selected horticultural value chains to amplify nutrition impact through targeted priority activities. These activities include: i) Community institutional strengthening for nutrition through CDD approach; ii) Planning and prioritisation for community driven nutrition sensitive interventions; iii) Nutrition sensitive interventions at production in the sorghum and sorghum systems VC such as support with improved seed varieties for nutritious foods and food trees, climate resilient technologies for backyard gardens to secure increased homestead food production, capacity building for extension workers for nutrition knowledge transfer; iv) Support with value addition technologies and capacities targeting simple processing of surplus foods to supply the immediate community markets, e.g. simple milling equipment for sorghum value addition, simple equipment for groundnut value addition, driers for fruits and vegetables, etc. This support will also serve to provide income-generating opportunities as the processed products can be sold in local markets for improved household incomes. v) support with product development, value addition knowledge transfer and simple technologies for fish and fish value added products to promote small scale fish processing; the value addition activities will amplify nutrient enrichment of local foods and ensure year round availability of nutritious foods that would otherwise be impacted by seasonality; vi) strategically harness small/multiple-use water infrastructure provided by the project for nutrition through homestead production and improved water, sanitation and hygiene (WASH) practices.

## 7. Further studies needed

85. Based on the moderate risk category and the substantial climate risk category the following studies were developed during design. 1) Targeted Adaptation Assessment ii) FPIC and iii), Environment, Climate and Social Management Framework (ECSMF), Environment, Climate and Social Management Plan, Stakeholder engagement plan, and FPIC and implementation plan. Attached as an annex to the project design report.

## **8. Monitoring and evaluation**

86. The Project will employ M&E indicators within a logical framework to assess nutrition aspects, including gender, youth, and broader social inclusion concerns, as well as climate resilience and natural resource management (NRM) practices. All indicators pertaining to individuals will be disaggregated by gender and age whenever possible. Monitoring indicators at different levels, monitoring parameters, monitoring frequency, monitoring responsibility, and cost will be outlined in the monitoring plan. Critical duties and responsibilities for the design and implementation of environmental and social safeguards are delineated in the ESCMP matrix. Throughout its duration, the preliminary ESCMP matrix will undergo refinement and integration into the implementation manual of the project. Emissions monitoring will be conducted utilising the FAO EXACT Tool GHG emissions accounting. Analysis will ensue after the design phase concludes and preliminary calculations are conducted, followed by a midterm evaluation and project completion. IFAD and the project management staff will supervise the budgets and procurement activities of SECAP.

## **9. References**

1. East African Community Secretariat, East African Community Facts and Figures, 2019
2. UNDP (2020). Briefing note for countries on the 2020 Human Development Report
3. Minority Rights Group International (2019) South Sudan Current Issues
4. "Livestock and Conflict in South Sudan", *Governance and Social Development Resource Centre (GSDRC)*, University of Birmingham, October 2018
5. United Nations (2019) Strategic Response Plan to mitigate cattle raiding-related conflict in South Sudan (2019-2025)
6. Integrated Food Security Phase Classification (April 2022)
7. South Sudan IPC Acute Food insecurity and Acute Malnutrition Analysis February to July 2022
8. The Guardian, Davis L. (2022) Millions at risk in South Sudan as Ukraine war forces slashing of aid.
9. JICA (2017), Country Gender Profile Republic of South Sudan
10. UNICEF (2020), Gender Based Violence in Emergencies in South Sudan
11. UNICEF (2015) Youth-Led Participatory Action Research Budi County, Eastern Equatoria State, South Sudan August 2015
12. Strengthening South Sudan's Livestock Sector, Discussion Paper, March 2021
13. Minority Rights Group International (2018) South Sudan Minorities and Indigenous Peoples
14. As well as parts of Sudan Kordofan and White Nile, and Ethiopia Gambella region.
15. The World Bank in South Sudan. Overview. October 2021.
16. UNHR (2016) Press release, South Sudan: UN expert appalled by attacks on IDPs and civilians and urges for cessation of hostilities. Accessible
17. Ministry of Gender, Child, Social Welfare (2013). South Sudan National Disability and Inclusion Policy (2013)
18. Ministry of Health, National Bureau of Statistics. Household Health Survey 2010.
19. United Nations Office for Coordination of Humanitarian Affairs. (2022)
20. Humanitarian Needs Overview. Humanitarian Programme Cycle 2022.
21. UNICEF Nutrition briefing note for Jan-Mar 2021
22. United Nations Office for Coordination of Humanitarian Affairs. (2022). Humanitarian Needs Overview. Humanitarian Programme Cycle 2022
23. South Sudan's Second Nationally Determined Contribution (2021)
24. South Sudan's State of The Environment, 2018
25. A Ramsar site is a wetland site designated to be of international importance under the Ramsar Convention
26. South Sudan Ministry of Environment (2015)
27. South Sudan's Second Nationally Determined Contributions (2021)
28. Seed policy status in South Sudan. European Union, International Cooperation and Development
29. Comprehensive Agricultural Development Master Plan - Final Report
30. Investing in Agriculture for Food Security and Economic Transformation. United Nations Development Programme South Sudan
31. Land use systems in South Sudan and their impacts on land degradation
32. Fishery and Aquaculture Country Profile - The Republic of South Sudan. Rome: Food and Agriculture Organization (FAO) of the United Nations. Retrieved December 15, 2016
33. FAO South Sudan strengthening natural resources. Retrieved November 05, 2016, from FAO
34. (2015)
35. Fifth National Report to the Convention on Biological Diversity. Juba: Ministry of Environment (MOE), Republic of South Sudan
36. (2014). The National Environment Protection and Sustainable Development Policy, 2014-2024
37. South Sudan
38. Water Policy. Juba: Ministry of Water Resources and Irrigation (MWRI), Government of South Sudan. Retrieved November 14, 2016
39. State of the River Nile Basin. Entebbe, Uganda: Nile Basin Initiative (NBI), Retrieved July 27, 2017
40. Comprehensive Agricultural Development Master Plan - Final Report – Annex IV Situation Analysis Report 2013/2015.
41. South Sudan's Second Nationally Determined Contributions, 2021

## ESCMP Matrix

SADEP ESCMP Matrix						
Environmental/Social and climate Impacts	Recommended Mitigation/Enhancement measures	Public Consultation Activities	Responsible Institution in Implementation Phase	Means of Verification (Monitoring and reporting)	Frequency of Verification	Cost Estimate
<b>Environmental Impacts</b>						

Loss of vegetation and destruction of habitats and biodiversity	<ul style="list-style-type: none"> <li>- Community Awareness campaigns.</li> <li>- Conduct extensive consultations where it is anticipated that there will be significant changes.</li> <li>- Implement environmental management plans that include habitat protection strategies.</li> <li>- Monitor impacts on biodiversity and promote biodiversity-friendly practices.</li> <li>- Where possible, buffer the special, sensitive and ecologically important habitats to minimize their destruction.</li> <li>- Promote alternative sources of energy and use of environmentally friendly technologies.</li> <li>- Landscape and reclaim land by planting more trees and other vegetation types</li> </ul>	<ul style="list-style-type: none"> <li>- Sensitisation and Training of farmers</li> <li>- Stakeholder engagement and participation during meetings and field visits</li> </ul>	<ul style="list-style-type: none"> <li>· PMU</li> <li>· SADEP, Forestry Department</li> <li>· Min of Agriculture</li> <li>· Ministry of Environment and Forestry</li> <li>· Local leadership</li> </ul>	<ul style="list-style-type: none"> <li>Site Inspection reports</li> <li>Vegetative buffer zones</li> <li>Ha out planted with trees and that under natural regeneration.</li> <li>Number of farmers practising agroforestry</li> </ul>	Every six months	50,000
Generation of solid wastes due to excavations during construction	<ul style="list-style-type: none"> <li>- put in place appropriate waste management mechanisms for solid wastes generated.</li> <li>- the solid wastes must be appropriately transported to an identified site for disposal.</li> <li>- educate and sensitize the workers on appropriate management measures for such wastes and that they must be responsible for their own environments</li> </ul>	<ul style="list-style-type: none"> <li>- Training of farmers on water pollution management</li> </ul>	<ul style="list-style-type: none"> <li>· PMU</li> <li>· MoAFS</li> <li>· Dept. of Environment</li> </ul>	<ul style="list-style-type: none"> <li>Site Inspection reports.</li> <li>Contractors' reports</li> </ul>	Every six months	Project implementation costs
Temporary Visual Intrusions (Marred landscape),	<ul style="list-style-type: none"> <li>- Assess the proposed extraction sites using the screening form to enlist the potential impacts and mitigation measures.</li> <li>- All altered landscapes should be rehabilitated by the contractor (filled and re-grassed)</li> <li>- Source material like murrum soils from existing burrow sites</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholder engagement and participation during meetings and field visits</li> </ul>	<ul style="list-style-type: none"> <li>PMU With the assistance of:</li> <li>- Local Leadership.</li> <li>- Beneficiaries.</li> <li>- Contractors</li> <li>- County Agriculture Office.</li> </ul>	<ul style="list-style-type: none"> <li>Site Inspection reports.</li> <li>Contractors' reports</li> </ul>	Monthly during construction	20,000
Soil loss, Compaction and destabilisation of the geological balance	<ul style="list-style-type: none"> <li>- Minimize use of heavy machinery</li> <li>- Restrict machinery and vehicular movement.</li> <li>- Reclaim and rehabilitate</li> </ul>	<ul style="list-style-type: none"> <li>- Catchment Meetings with stakeholders</li> <li>Site Inspections</li> </ul>	<ul style="list-style-type: none"> <li>PMU</li> <li>Contractor</li> <li>Environment Officer</li> </ul>	<ul style="list-style-type: none"> <li>Project Monitoring reports</li> </ul>	Quarterly	60,000
Loss of fragile ecosystems	<ul style="list-style-type: none"> <li>- Conduct feasibility studies before construction.</li> <li>- Use expert knowledge of ecologists.</li> <li>- Introduce ecosystem conservation projects.</li> <li>- Consider fencing critical areas in consultation with the community</li> </ul>	<ul style="list-style-type: none"> <li>Training of farmers</li> </ul>	<ul style="list-style-type: none"> <li>· PMU</li> <li>· Lands Department</li> <li>· MoAFS</li> <li>· Local Leadership.</li> </ul>	<ul style="list-style-type: none"> <li>-Vegetative buffer zones</li> </ul>	Every six months	Project implementation costs

<p>Increased solid waste and wastewater generation from sorghum and fish processing.</p>	<ul style="list-style-type: none"> <li>- development of waste management systems such as construction of drainage structures, latrines and toilets</li> <li>- Controlled disposal of wastes and effluent by use of appropriate disposal facilities</li> <li>- Use of cleaner technologies</li> <li>- there will be need for public education and sensitization against poor disposal of wastes</li> </ul>	<p>Training of farmers on water pollution management</p>	<p>PMU With the assistance of:</p> <ul style="list-style-type: none"> <li>-Local Leadership.</li> <li>-Beneficiaries.</li> <li>-Local Environment Officers</li> </ul> <p>Officers at County level</p>	<p>Protective measures implemented as</p>	<p>Every six months</p>	<p>Project implementation costs</p>
<p>Pollution of Soils, Rivers and Wetlands</p>	<ul style="list-style-type: none"> <li>- Ensure proper and regular checks on the equipment used to apply chemicals to ensure they are well maintained and in good working condition to prevent any leakages and spillages.</li> <li>- Ensure that used chemicals are well managed and guarded against reaching sensitive areas such as wetlands around the project area.</li> <li>- Ensure usage of the right chemical types and in right quantities</li> <li>- Put measures to ensure proper disposal of used chemicals and other wastes that may include incineration.</li> <li>- Good extension services will be required.</li> <li>- Regular and appropriate education and public awareness in the use of chemicals and</li> <li>- Regular monitoring of water quality</li> </ul>	<p>Stakeholder engagement Education and public awareness</p>	<p>PMU With the assistance of:</p> <ul style="list-style-type: none"> <li>- Local Leadership.</li> <li>- Beneficiaries.</li> </ul> <p>Contractors</p>	<p>Site Inspection reports Contractors' reports</p>	<p>Every six months</p>	<p>20,000</p>
<p>Pollution (Noise, Dust and Air Quality)</p>	<ul style="list-style-type: none"> <li>- ensuring that all vehicles transporting raw materials especially soil should be covered and avoid overloading to minimize dust being blown anyhow.</li> <li>- Provide workers with requisite personal protective equipment such as dust masks and dust coats for preventive and protection purposes.</li> <li>- the movement and speed of the construction vehicles should be controlled and properly managed.</li> <li>- the removal of vegetation should be avoided and denuded surfaces should be adequately re-vegetated and dusty roads sprinkled with water.</li> <li>- noisy machinery and vehicles should be fitted with proper silencers to minimise noise emissions</li> </ul>	<p>Training of Contractors</p>	<p>PMU Contractor Environment Officer</p>	<p>Reduction of noise No of complaints about noise and dust</p>	<p>Continuous</p>	<p>20,000</p>

<p>Loss of Aquatic ecosystem and biodiversity</p>	<ul style="list-style-type: none"> <li>- Strengthen community-based conservation and restoration of ecosystems and biodiversity through protection committees, and establishment of community management areas, and interventions to preserve the aquatic ecosystems and biodiversity</li> <li>- Promote improvement of aquatic resource defence by rehabilitation and protection of river ecosystem and biodiversity hotspots,</li> <li>- Discourage the use of harmful and indiscriminate fishing activities</li> <li>- Promote fishing in areas where there is currently very little fishing effort and where the stocks are under exploited</li> <li>- Promote motorisation of small-scale fishing boats and fishing gear improvements fit for offshore fishing to reduce pressure at the coast</li> <li>- Promote construction of boats using wood obtained from sawmills to avoid indiscriminate cutting of trees, especially protected tree species.</li> <li>- Promote alternative livelihoods and diet to ease pressure on fishery resources</li> </ul>	<p>Awareness Campaigns</p> <p>Training of protection committees</p>	<p>PMU With the assistance of:</p> <ul style="list-style-type: none"> <li>-Local Leadership.</li> <li>-Local Environment Officers</li> </ul> <p>at County level</p>	<p>Environmental Protection Committees formed and strengthened</p> <p>Adoption of sustainable fishing practices</p>	<p>Continuous</p>	<p>Project implementation costs</p>
<p><b>Climate change</b></p>						
<p>Impact on agriculture due to climate change</p>	<ul style="list-style-type: none"> <li>- Use a set of climate resilient cropping systems and practices to offer important adaptation benefits.</li> <li>- Introduce crop diversification and the promotion of agricultural practices that are better adapted to the changing climate.</li> <li>- Improve production yields, greater income generation and reduced dependence on the exploitation of natural resources in lean periods.</li> <li>- Enhance and improve agro-meteorological infrastructure to provide timely information services to the project beneficiaries such as cluster of smallholders, public and private investors, and value chain actors.</li> <li>- Adopt climate smart technologies (sustainable land management, water harvesting technologies, clean energy and conservation of forests ecosystems</li> <li>- Identifying high ground/ appropriate siting for infrastructure development to mitigate flood risks</li> </ul>	<p>Training and education of farmers on climate smart technologies</p> <p>Timely and accurate weather/climate information provision</p> <p>Capacitating technical staff on climate integration</p>	<ul style="list-style-type: none"> <li>· SADEP</li> <li>· Forestry Department.</li> <li>· Ministry of Agriculture</li> <li>· Ministry of Water.</li> <li>· Ministry of Environment and Forestry</li> </ul>	<p>Training reports, records of weather/climate information, capacitate extension staff, improved yields</p>	<p>Seasonal</p>	<p>Project implementation costs</p>



<p>Vulnerability of target populations and ecosystems to climate variability and hazards</p>	<ul style="list-style-type: none"> <li>- Develop, resource, and disseminate a project disaster response plan.</li> <li>- Support financing of smallholder farmers with climate adaptation finances to reduce vulnerability.</li> <li>- Identifying high ground/ appropriate siting for infrastructure development to mitigate flood risks.</li> <li>- Introduce flexible and appropriate insurance packages in partnership with private sector</li> </ul>	<p>Awareness on disaster response plan</p>	<ul style="list-style-type: none"> <li>· PMU</li> <li>· MoAFS</li> <li>· Ministry of Environment and Forestry</li> <li>· Ministry of Social services</li> </ul>	<p>No. of people practising climate adaptation practices</p> <p>Farmers adopting insurance plans</p>	<p>Seasonal</p>	<p>Project implementation costs</p>
<p>Greenhouse gas emissions</p>	<ul style="list-style-type: none"> <li>- Promote intensive, afforestation, assisted restoration, regenerative agriculture practices and agro-forestry activities to sequester large amount of GHGs</li> <li>- For side back-up projects, the project should put more focus on low-emitting animals such as poultry, sheep, and goats as diversification alternatives.</li> </ul>	<p>Awareness Raising Training and education of farmers on climate smart technologies.</p> <p>Timely and accurate weather/climate information provision</p> <p>Capacitating technical staff on climate integration</p>	<ul style="list-style-type: none"> <li>· SADEP</li> <li>· Forestry Department.</li> <li>· Ministry of Agriculture Ministry of Water.</li> <li>· Ministry of Environment and Forestry</li> </ul>	<p>Training reports, records of weather/climate information, capacitate extension staff, improved yields</p>	<p>Seasonal</p>	<p>Project implementation costs</p>
<p><b>SOCIAL RISKS</b></p>						
<p>Limited Stakeholder Participation</p>	<ul style="list-style-type: none"> <li>- Stakeholder Engagement Plan and GRM to guide on proper stakeholder engagement.</li> <li>- Conduct an intensive Stakeholder identification process.</li> <li>- Conduct effective inception meetings at all levels introducing the purpose, nature, scale, duration, operational modalities, Institutional arrangements, targeting, roles and responsibilities and benefits of the project.</li> <li>- Regularly update stakeholders on project progress, discussing any obstacles or changes that arise to manage expectations</li> </ul>	<ul style="list-style-type: none"> <li>-Start-up workshop with all the stakeholders</li> <li>-SEP dissemination</li> <li>-GRM dissemination</li> </ul>	<p>PMU</p> <p>MoAFS</p> <p>Dept. of Environment</p>	<ul style="list-style-type: none"> <li>-Workshop report</li> <li>-Updated Stakeholder database</li> </ul>	<p>Project inception and quarterly</p>	<p>Main SEP</p>

Exclusion and disputes of project benefits	<ul style="list-style-type: none"> <li>- Conducting initial and periodic and specific field identification of key issues of exclusion, discrimination and marginalization.</li> <li>- Conduct a Gender</li> <li>- Utilise community structures and local traditional administration to mobilize minority groups to participate in meetings and consultations.</li> <li>- Provide local language interpreters to ensure understanding and ability to give feedback during engagement.</li> <li>- Ensuring involvement of all vulnerable groups in the design and implementation of the project</li> </ul>	<ul style="list-style-type: none"> <li>-Stakeholder Consultation workshop</li> <li>-SEP dissemination</li> <li>-GRM dissemination</li> </ul>	<ul style="list-style-type: none"> <li>PMU</li> <li>GRM committees</li> <li>MoAFS</li> </ul>	GRM and SEP communication/outreach strategy, guidelines, gender and age disaggregated data, project beneficiary records	Annual	Main SEP and GRM
Procurement of goods and services	<ul style="list-style-type: none"> <li>- Developing a framework for sustainable natural resource procurement to guide the project.</li> <li>- Supporting staff and suppliers through sustainable procurement training</li> <li>- Develop an evaluation criterion for service providers/suppliers that includes commitment to environmental sustainability, minimum environmental standards that should be met (documented or project specific)</li> </ul>	Procurement policy dissemination workshops	PMU	Workshop report	Annually	Main project
Occupational health and safety	<ul style="list-style-type: none"> <li>- The use of proper personal protective equipment and other protective gears including appropriate clothing, use head covering gears and use of masks to prevent inhaling of dust and other chemicals.</li> <li>- Public education and sensitization</li> <li>- Well labelled and conspicuously placed warnings such as pits, etc.</li> <li>- Provision of First Aid Kits that will be clearly marked and conspicuously placed.</li> <li>- Provision of latrines or toilets</li> <li>- Provision of clean drinking water</li> <li>- Constructed dams will have to be secured by means such as fencing</li> </ul>	Sensitisation, Educational programmes	<ul style="list-style-type: none"> <li>PMU</li> <li>Contractors</li> </ul>	<ul style="list-style-type: none"> <li>Training reports</li> <li>Protectives equipment in use</li> </ul>	Monthly	50,000
Community Health – water and non water related diseases	<ul style="list-style-type: none"> <li>- Conduct community health awareness campaigns and disseminate preventative alternatives.</li> <li>- Provision of potable water supplies and sanitation facilities</li> <li>- Provided protective equipment and/or medical supplies.</li> <li>- Where project area is far from any health centre the project should provide a basic emergency first aid kit</li> </ul>	Sensitisation and educational training	<ul style="list-style-type: none"> <li>· Min of Health</li> <li>· SADEP,</li> <li>· Min of Agriculture Ministry of Water.</li> <li>· Ministry of Environment and Forestry</li> </ul>	Vegetative buffer zones along rivers	Every six months	Project implementation costs

Labour Issues, Working Conditions and Child Labour	<ul style="list-style-type: none"> <li>- Labour Management Plan</li> <li>- appropriate personal protective equipment and gear</li> <li>- Mandatory identity cards for all employees to prove they are not under 18.</li> <li>- immediate suspension of project activities if child labour is identified.</li> <li>- regular supervision missions while the projects are reported regularly.</li> <li>- Grievances Redress Mechanism (GRM) that will ensure that workers with grievances are addressed</li> </ul>	Training of workers	<ul style="list-style-type: none"> <li>· PMU</li> <li>· Contractors</li> </ul>	Labour Management Plan	Every six month	Main Project
Conflicts over provision of employment or contracts	<ul style="list-style-type: none"> <li>- Stakeholder consultations from inception, design of sub-project and implementation</li> <li>- Gender affirmative action</li> <li>- Grievance Redress Mechanism and</li> <li>- Labour Management Plan</li> <li>- Give priority to local labour force</li> </ul>	Stakeholder consultations	<ul style="list-style-type: none"> <li>PMU</li> <li>Contractor</li> <li>Ministry of Labour</li> </ul>	Labour Management Plan	Every six month	Main Project
Child Labour	<ul style="list-style-type: none"> <li>- Project implementers should be aware that children under the age of 15 years will not be employed and young workers below 18 years shall not perform work that is likely to jeopardize their health or safety.</li> <li>- Child labour should be monitored in each project implementation area and when it takes place, a socioeconomic analysis of its cause should be conducted after taking the legal measures.</li> <li>- Child protection laws should be disclosed to prevent the use of child labour in project activities and a surveillance and control system</li> </ul>	<ul style="list-style-type: none"> <li>- Education and awareness raising</li> <li>Training of Government personnel</li> </ul>	<ul style="list-style-type: none"> <li>PMU</li> <li>Contractor</li> <li>Ministry of Labour</li> </ul>	<ul style="list-style-type: none"> <li>- Number of awareness raising sessions</li> <li>- Number of training workshop</li> <li>Number of participants trained</li> </ul>	Monthly	20,000
Gender Based Violence (GBV) and SEAH	<ul style="list-style-type: none"> <li>- Set up a specific GBV and SEAH GRM for the project and implement GBV-SEAH protocol.</li> <li>- Conduct awareness campaigns, and</li> <li>- Codes of Conduct, including those on sexual exploitation and abuse</li> <li>- Provide safe reporting mechanisms and support services with the help from Police Special Protection Units</li> </ul>	Through GALS, Community awareness on child labour laws, gender awareness and redress mechanisms	<ul style="list-style-type: none"> <li>SADEP, partners, and private sector stakeholders</li> <li>Local Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Supervision reports</li> <li>No of complaints reported and addressed</li> </ul>	Every 6 months	Project implementation costs

Transmission of HIV/AIDS and other communicable diseases	<ul style="list-style-type: none"> <li>- Enhancing education and sensitization of workers and the local communities on the dangers and prevalence of diseases</li> <li>- Regular sensitization campaigns and monitoring of the spread diseases</li> <li>- Development of brochures and other materials that will convey information about diseases and infections.</li> <li>- Regular provision of adequate prevention measures such as condoms</li> <li>- Regular counselling and testing</li> <li>- Provision of drugs such as anti-retroviral drugs (ARVs)</li> <li>-</li> </ul>	Education and Awareness	<ul style="list-style-type: none"> <li>PMU</li> <li>Contractors</li> <li>Ministry of Health</li> <li>Local Leadership</li> </ul>	<ul style="list-style-type: none"> <li>- Number of awareness raising sessions</li> <li>- Number of training workshop</li> <li>- Number of participants trained</li> </ul>	Every 6 months	20.000
Low risk of physical or economic displacement.	Avoid resettlement where possible, prepare resettlement plans if necessary, and ensure fair compensation and support for affected individuals.	Community awareness	<ul style="list-style-type: none"> <li>· SADEP</li> <li>· Forestry Department.</li> <li>· Min of Agriculture Ministry of Water.</li> <li>· Ministry of Environment and Forestry</li> </ul>	Supervision and other monitoring reports	Semi-annual	Project implementation costs
Project area has past evidence of negative impacts from water-borne or other vector-borne diseases or communicable/non-communicable diseases.	Implement disease prevention and control measures, provide health education, and ensure access to healthcare services.	Training of farmers on water management	<ul style="list-style-type: none"> <li>· SADEP</li> <li>· Forestry Department.</li> <li>· Min of Agriculture Ministry of Water.</li> <li>· Ministry of Environment and Forestry</li> </ul>	Supervision and other monitoring reports	Semi-annual	Project implementation costs
Sectors or value chains characterized by non-compliance with national labour laws or international commitments in the past, but now adequately regulated.	<p>Adherence to national and international labour standards, regular social audits, and promotion of safe and fair working condition</p> <p>Community awareness on child labour laws, gender awareness and redress mechanisms</p>	Community awareness on child labour laws, gender awareness and redress mechanisms	Partners and private sector stakeholders	Supervision and other monitoring reports	Semi-annual	Project implementation costs

<p>Minor impact on indigenous populations; no damage to or loss of access to indigenous land, assets, resources, and/or cultural heritage.</p>	<p>Conduct cultural heritage assessments, avoid activities that could damage cultural sites, and engage with indigenous communities to respect and protect their cultural heritage.</p>		<p>Partners and private sector stakeholders</p>	<p>Supervision and other monitoring reports</p>	<p>Semi-annual</p>	<p>Project implementation costs</p>
--	---	--	---	---	--------------------	-------------------------------------

**Footnotes**

See references

## Environmental and Social Safeguards Classification: Substantial

Environmental and Social Safeguards				
Biodiversity conservation	Yes/No	Likelihood	Consequence	Risk Rating
1.1 Could the project potentially involve or lead to conversion or degradation of biodiversity, habitats (including modified habitat, natural habitat and critical natural habitat) and/or ecosystems and ecosystem services?	Yes	Possible	Moderate  Project will significantly affect modified habitat, but will not impinge on natural habitat or critical natural habitat.	Moderate
1.2 Could the project involve or potentially lead to activities involving habitats that are legally protected, officially proposed for protection, or recognized as protected by traditional local communities and/or authoritative sources (e.g. National Park, Nature Conservancy, Indigenous Community Conserved Area, ICCA, etc.)?	No			Low
1.3 Could the project potentially involve or lead to an increase in the chance of human-wildlife encounters/conflict?	No			Low
1.4 Could the project potentially involve or lead to risks to endangered species (e.g. reduction, encroachment on habitat)?	No			Low
1.5 Could the project potentially involve or lead to impacts/risks to migratory wildlife?	No			Low
1.6 Could the project potentially involve or lead to introduction or utilization of any invasive alien species of flora and fauna, whether accidental or intentional?	No			Low
1.7 Could the project involve or lead to the handling or utilization of genetically modified organisms?	No			Low
1.8 Could the project involve or lead to procurement through primary suppliers of natural resource materials?	Yes	Possible	Minor  Project may possibly require procurement of natural resources through primary suppliers, and resource extraction is tightly regulated. Alternatives to procurement of natural resources through primary suppliers exists.	Moderate
Resource Efficiency and Pollution Prevention	Yes/No	Likelihood	Consequence	Risk Rating
2.1 Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes	Unlikely	Minor  Pollutants may possibly be released, either routinely or by accident, but treatment systems are proven and verified. Receiving environment has absorptive capacity.	Low

Environmental and Social Safeguards				
2.2 Could the project involve or lead to primary not environmentally sustainable production of living natural resources? (Note: this includes the cultivation or rearing of plants or animals, including annual and perennial crop farming, animal husbandry (including livestock), aquaculture, plantation forestry, etc )	No			Low
2.3 Could the project involve or lead to engagement in areas of forestry, including the harvesting of natural forests, plantation development, and/or reforestation?	No			Low
2.4 Could the project involve or lead to significant consumption of raw materials, energy, and/or water?	Yes	Possible	Moderate  The project will require consumption of raw materias, energy, and/or water. This will be a significant component of the project, but impacts can be appropriately managed.	Moderate
2.5 Could the project involve or lead to significant extraction, diversion or containment of surface or ground water (e.g. construction of dams, reservoirs, river basin developments, groundwater extraction)?	Yes	Possible	Minor  The project only needs a minimal amount of water. This can be obtained from existing sources, without the need for extension.	Moderate
2.6 Could the project involve inputs of fertilizers and other modifying agents?	No			Low
2.7 Could the project involve or lead to procurement, supply and/or result in the use of pesticides on crops, livestock, aquaculture or forestry?	Yes	Possible	Minor  The project only requires minimal amounts of pesticide.	Moderate
2.8 Could the project be located in an area which is being, or has been, polluted by an external source (e.g. a mine, smelter, industry)?	No			Low
2.9 Could the project involve livestock – extensive and intensive systems and animal products (dairy, skins, meat, etc.)?	No			Low
<b>Cultural Heritage</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
3.1 Could the project be located in areas that are considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage?	No			Low
3.2 Could the project directly or indirectly affect indigenous peoples' rights, lands, natural resources, territories, livelihoods, knowledge, social fabric, traditions, governance systems, and culture or heritage (tangible and intangible)?	No			Low
3.3 Could the project involve or lead to significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No			Low

Environmental and Social Safeguards				
3.4 Could the project involve or lead to adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No			Low
3.5 Could the project involve or lead to alterations to landscapes and natural features with cultural significance?	No			Low
3.6 Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No			Low
<b>indigenous peoples</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
4.1 Could the project be sited in areas where indigenous peoples are present (including the project area of influence)?	No			Low
4.2 Could the project result in activities located on lands and territories claimed by indigenous peoples?	No			Low
4.3 Could the project result in impacts on the rights of indigenous peoples or to the lands, territories and resources claimed by them?	No			Low
4.4 Could the project result in the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No			Low
4.5 Could the project lead to impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No			Low
<b>Labour and Working Conditions</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
5.1 Could the project operate in sectors or value chains that are characterized by working conditions that do not meet national labour laws or international commitments? (Note: this may include discriminatory practices, high gender inequality and the lack of equal opportunities, denial of freedom of association and collective bargaining, labour migrants)	Yes	Likely	Moderate  The project operates in sectors or value chains that have, in the past, not met national labour laws, or international commitments, but is now adequately nationally regulated. However, international value chains are not regularly audited for environmental or social performance.	Substantial
5.2 Could the project use or operate in a value chain where there have been reports of forced labour? (Note: Risks of forced labour may be increased for projects located in remote places or where the status of migrant workers is uncertain)	Yes	Likely	Minor  The project does not operate in sectors or value chains where forced labour has ever been reported	Moderate



Environmental and Social Safeguards				
5.3 Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	Yes	Likely	Moderate  The project does not operate in sectors or value chains where child labour was evident in the past. The status of forced labour regulation is currently unclear.	Substantial
5.4 Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.)	Yes	Likely	Moderate  The project operates in a sector, area, or value chain where workers are occasionally exposed to significant OSH risks, and where regulation is known to be weak or non-existent.	Substantial
<b>Community Health, Safety and Security</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
6.1 Could the project be at risk from water-borne or other vector-borne diseases (e.g. temporary breeding habitats), and/or communicable and non-communicable diseases?	Yes	Possible	Minor  The project is situated in an area where negative impacts from water-borne or other vector-borne diseases, or communicable/non-communicable diseases are possible, but where there is no evidence of past impact, and where containment of these impacts would be effective if problems emerged.	Moderate
6.2 Could the project lead to unintended negative impacts on nutrition?	No			Low

Environmental and Social Safeguards				
6.3 Is there a possibility of harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	Yes	Unlikely	Minor  The project has only moderate reliance on buildings or infrastructure. Risk of failure is unlikely to lead to loss of life or significant environmental damage. The structural integrity of the required infrastructure has been independently verified.	Low
6.4 Could the project involve or lead to the construction or rehabilitation of dams?	No			Low
6.5 Could the project involve or lead to transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Yes	Possible	Minor  The project has only minor involvement with the transport, storage, and use and/or disposal of hazardous or dangerous materials, and regulation of hazardous materials is effective.	Moderate
6.6 Could the project lead to adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No			Low
6.7 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	Yes	Possible	Minor  Minor changes to community dynamics. Resulting serious recorded cases of gender-based violence and/or sexual exploitation. Gender-based violence protocols in place.	Moderate
6.8 Could the project lead to increases in traffic or alteration in traffic flow?	No			Low
6.9 Could the project lead to an influx of project workers?	No			Low
6.10 Could the project involve or lead to the engagement of security personnel to protect facilities and property or to support project activities?	No			Low
<b>Physical and economic resettlement</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
7.1 Could the project result in temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No			Low

Environmental and Social Safeguards				
7.2 Could the project result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No			Low
7.3 Could the project present a risk of forced evictions?	No			Low
7.4 Could the project result in impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No			Low
<b>Financial intermediaries and direct investments</b>	<b>Yes/No</b>	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rating</b>
8.1 Could the investment be granted to an institution that does not have an environmental and social policies and an associated environmental and social management system (ESMS) in place (transparent, publicly available)?	No			Low
8.2 Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?	No			Low
8.3 Could the investment be granted to an institution that does not have an Exclusion List?	No			Low
8.4 According to the institution's portfolio classification: Could the institution have potential high-risk projects in their portfolio?	No			Low
8.5 Is there evidence that the institution does not comply with the local legal framework?	No			Low
8.6 Does the institution provide a stable communication channel with stakeholders and local communities (e.g. a Grievance Redress Mechanism)?	No			Low
8.7 Does the organization provide auxiliary or capacity building support services.	No			Low

## Climate Risk Classification: Substantial

<b>Step 1: Hazard identification</b>	
<b>What are the expected hazards in the project intervention area?</b>	<b>No, Yes, TBD</b>
River flood	Yes
Costal Flood	No
Urban Flood	Yes
Landslide	Yes
Cyclone	Yes
Water Scarcity (agricultural droughts and/or dry spells)	Yes
Extreme Heat	Yes
Wildfires	Yes
<b>Future climate scenarios foreseen (period 2040-2059) - Change in frequency and intensity</b>	<b>No, Yes, TBD</b>
Change in temperature (increase or decrease)	Yes
Change in rainfall (increase or decrease)	Yes
Climate variability (larger or smaller)	Yes
Intensity and frequency of extreme events (larger or smaller)	Yes
<b>Is the project expected to have an impact on climate change (i.e. contribute to greenhouse gas emissions)?</b>	<b>No, Yes, TBD</b>
Is the project expected to be a significant emitter of greenhouse gases?	No
<b>Step 2: Exposure Assessment</b>	
<b>Is the project located in exposed areas to weather-related natural hazards?</b>	<b>No, Yes, TBD</b>
Low-lying areas (valleys, coastal zones, and small islands)	No
Very warm areas (subtropical)	Yes
Tropical areas (rainforests)	Yes
Arid and semi-arid areas (deserts)	Yes
Mountains zones and permafrost areas (tundra)	No
River banks	Yes
<b>Does the project target agricultural systems, ecosystems or livelihoods exposed to weather-related hazards?</b>	<b>No, Yes, TBD</b>
Is crop production frequently affected by rainfall variability, prolonged droughts, changes in temperature or pests and diseases?	Yes
Is livestock productivity frequently affected by rainfall variability, prolonged droughts, changes in temperature or diseases?	Yes
Are fisheries frequently affected by ocean acidification, water salinity and changes in sea surface temperature due to ocean-atmospheric oscillations or climate change?	Yes
Is forest productivity frequently affected by wildfires, diseases, rainfall variability, prolonged droughts, or changes in temperature?	Yes
Is the biodiversity in the project area likely to be affected by changes in climate variables?	Yes
Is any stage of the agricultural value chain (production, storage, processing and marketing) exposed to climate related hazards?	Yes
Is any rural infrastructure likely to be affected by flooding, landslides, changes in temperatures, and extreme winds.	Yes
<b>Step 3: Sensitivity Assessment</b>	
<b>What are key sensitivities for the populations in the project's areas of intervention?</b>	<b>No, Yes, TBD</b>
Is conflict exacerbating the population's sensitivity to weather related hazards?	TBD
Is population displacement being exacerbated by climate change impacts?	Yes

Are diseases (e.g. COVID-19, malaria, cholera) increasing the population's vulnerability and affecting their capacity to address potential weather-related hazards?	Yes
Is the income of the target population predominately coming from agriculture?	No
Are social inequalities (e.g. based on gender, youth, indigenous persons and other marginalized groups) being exacerbated by climate change?	Yes
Is the Human Development Index (HDI) equal to or below 0.6?	Yes
Is the Multidimensional Poverty Index (MPI) equal to or above 0.1?	Yes
<b>Step 4: Adaptive capacity and climate resilience</b>	
<b>What are key adaptive capacities in the areas of project intervention?</b>	<b>No, Yes, TBD</b>
Is the country well ranked in the Disaster risk reduction progress score?	No
Are climate and weather information services (real-time weather data, seasonal forecasts etc.) effectively being delivered (through radio, TV, SMS, extension services etc.) to farmers, rural dwellers, and end users?	Yes
Does the project country have an early action plan (preparedness and emergency response) to mitigate the impacts of weather-related hazards once the shock occurs?	Yes
Does the government or other institutions support the target population/communities with the necessary social and economic resources to prepare for or respond to climate-related events?	Yes
Is the target community carrying out (using their own means) agricultural adaptation?	No
Does the target population have the economic means or support to adjust or adapt their activities in response to weather related shocks?	No
Do policies/mechanisms exist that make financial credit, loans, and agricultural insurance available?	Yes
Are rural infrastructures effectively delivering services to farmers and rural dwellers?	No

## **South Sudan**

---

### **Sustainable Agricultural Development Project**

### **Project Design Report**

### **Annex 6: First (Annual) Work Plan and Budgets**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department





## **Republic of South Sudan**

---

### **Sustainable Agricultural Development Project (SADEP)**

#### **Annual Work Plan and Budget**



**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

<b>TABLE OF CONTENTS</b>	<b>PAGES</b>
CURRENCY EQUIVQLENTS.....	3
Weights and Measures .....	3
Abbreviations and Acronyms .....	4
Map of SADEP Focal Area .....	7
EXECUTIVE SUMMARY .....	8
I. INTRODUCTION.....	18
1.1. COUNTRY BACKGROUND AND THE PROJECT AREA .....	18
1.2. POLICY ENVIRONMENT FOR AGRICULTURE AND RURAL POVERTY .....	19
1.3. KEY STAKEHOLDERS AND INVOLVEMENT OF SMALLHOLDERS.....	20
1.4. FOCUS OF THE PROJECT.....	20
II. summary of SADEP description .....	21
III. Summary of Implementation To-date.....	27
IV. The 2025 Work plan.....	27
V. Budget ESTMATES AND FINANCING ARRANGEMENTS.....	36
VI. Implementation ARRANGEMENT .....	45
VII. EXPECTED BENEFITS AND BENEFICIARIES .....	47
VIII. CONSTRAINTS, RISKS AND MITIGANTS .....	48

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

**CURRENCY EQUIVQLENTS**

Currency Unit	=	South Sudan Pound (SSP)
USD 1.0	=	SSP ???

**Weights and Measures**

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

**FISCAL YEAR**

1<sup>st</sup> July – 30<sup>th</sup> June

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

**ABBREVIATIONS AND ACRONYMS**

AMVAT	Agricultural Markets, Value Addition and Trade Development Project
AU	African Union
AWPB	Annual Work Plan and Budget
BIA	Beneficiary Impact Assessment
CAADP	Comprehensive Africa Agriculture Development Programme
CAMP	Comprehensive Agriculture Master Plan
CAP	Community Action Plan
CAD	County Agricultural Department
CAHWs	Community Animal Health Workers
CBM&E	Community-Based Monitoring and Evaluation
CDC	County Development Committee
CDD	Community-Driven Development
CoE	Council of Elders
COSOP	Country Strategic Opportunities Programme
COVID-19	Coronavirus Disease of 2019
CP	Cluster Plan
CPMT	Country Programme Management Team
CSN	Country Strategy Note
CSO	Civil Society Organisation
DSF	Debt Sustainability Framework
DRC	Democratic Republic of Congo
EA	Environmental Assessment
EFA	Economic and Finance Analysis
EGS	Early Generation Seed
EIRR	Economic Internal Rate of Return
ENRM	Environmental and Natural Resources Management
ESMF	Environmental and Social Management Framework
FAO	Food and Agriculture Organisation of the United Nations
FDI	Foreign Direct Investment
FIPS	Faster Implementation for Project Start-Up
FM	Financial Management
FSL	Food Security and Livelihood
GAM	Global Acute Malnutrition
GAP	Good Agricultural Practices
GBV	Gender Based Violence
GCF	Global Climate Facility
GDI	Gender Development Index
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIZ	German International Corporation
GNI	Gross National Income
GoSS	Government of South Sudan
GRM	Grievance Redress Mechanism
HDI	Human Development Index
HPD	Humanitarian Peace Development
ICT	Information and Communication Technology
IDMP	Irrigation Development Master Plan
IDP	Internally Displaced Person
IFAD	International Fund for Agriculture Development
IFI	International Financing Institution
ILO	International Labour Organization
IMF	International Monetary Fund
INGO	International Non-Governmental Organization
IPV	Integrated food security Phase Classification
KM	Knowledge Management
LIPWs	Labour Intensive Public Works
LG	Local Government
MAD	Minimum Acceptable Diet
MAFS	Ministry of Agriculture and Food Security
M&E	Monitoring and Evaluation
MFI	Microfinance Institution
MIS	Management Information System
MTR	Mid-Term Review
MSME	Micro Small and Medium Enterprises
MoFP	Ministry of Finance and Planning
NBS	National Bureau of Statistics
NALEP	National Agriculture and Livestock Extension Policy
NAC	National Advisory Committee
NAPA	National Adaptation Programme of Action
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organisation
NNGO	National Non-Governmental Organization
NPV	Net Present Value

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

SSDP	South Sudan Development Plan
SSERLP	South Sudan Emergency Resilience and Livelihood Project
SSG	Seed Systems Group Africa
SNRES	School of Natural Resources and Environment Studies
SSLDP	South Sudan Livelihood Development Project
SADEP	South Sudan Livelihood and Resilience Project
SSNBS	South Sudan National Bureau of Statistics
SSSNP	South Sudan Safety Net Project
SSP	South Sudan Pound
SPCU	Single Project Coordination Unit
SSTC	South to South Technical Cooperation
STRERP	Short-Term Regional Emergence Response Project
SWC	Soil and Water Conservation
TA	Technical Assistance
ToC	Theory of Change
VSLA	Village Saving and Loan Association
TVET	Technical Education and Vocational Training
UNCCD	United National convention to combat Desertification
UNFCCC	United Nation Framework Convention on Climate Change
UNSDCF	United Nation Sustainable Development Corporation Framework
UNDP	United Nations Development Programme
UNHCR	United National High Commission for Refugees
UNICEF	United Nations International Children’s Emergency Fund
UNESCO	United Nation Educational Scientific and Cultural Organization
USD	United States Dollar
VAM	Vulnerability Analysis and Mapping
VDC	Village Development Committees
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
WOP	Without Project
WP	With Project
WVI	World Vision International

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

**MAP OF SADEP FOCAL AREA**



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof. Final status of the Abyei area is not yet determined.  
Map compiled by IFAD | 15-04-2024

# **South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1**

## **EXECUTIVE SUMMARY**

**Plan Objective** – The objective of this inaugural Annual Work Plan and Budget (AWPB) is, essentially, to set the stage for the effective implementation of the Sustainable Agricultural Development Project (SADEP). This plan primarily focuses on establishing processes and procedures that will guide the effective and successful implementation of the Project following established guidelines.

**Strategic Approach and Focus** – The Project will adopt a Community Driven Development (CDD) that will facilitate the target beneficiaries to lead the process of identifying and prioritising the challenges and define ways of addressing them. The process puts the target communities in the forefront of guiding the process of improving their livelihoods. Through CDD members of Community-Based Organisations (CBOs), interested in development within the menu of the Project’s activities, will be facilitated to articulate, prioritise and participate in defining Community-driven Development Plans (CDPs). The various activities prioritised are then consolidated into an actionable plan, both immediate and medium term, costed and approved by the County Development Committees.

This being the first year of SADEP implementation, the approach to be employed during the course of 2025 will largely focus on establishing firm, but simple, processes and procedures to serve as a solid basis for Project implementation in the subsequent years. Essentially, the approach will include the following:

- a) Ensuring the third-party Implementing Partners are competitively recruited and the Project Coordination Unit (PCU) staff are seconded from the Government and adequately facilitated (in terms of skills and equipment) to work for the effective implementation of the Project;
- b) Liaising with ongoing Projects/Programmes (funded by either IFAD, GoSS or other GoSS’ development partners) to exploit any existent synergies as a way of avoiding duplication and, therefore, ensuring effective resource use;
- c) Agreeing with AfDB on the processes and procedures to be followed to ensure effective implementation of all activities under the parallel co-financing arrangement;
- d) Establishing effective collaboration between and among the different implementing institutions to ensure that the different activities are appropriately sequenced. This collaboration will also serve as a learning mechanism whereby some institutions will learn from others so as to pass on relevant experience and ensuring that past mistakes are avoided;
- e) Developing, and effectively communicating to all stakeholders, a reasonable schedule to ensure that they all know what to do, when to do it, and respecting all the implicit approval processes.

**Summary Description of the 2025 Plan** – The plan contained herein is summarised hereunder by components and subcomponents.

**1. Component 1: Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food** – It will focus on increasing production and productivity of targeted value chains through good agriculture practices, technologies, and climate-resilient infrastructures. It comprises the following subcomponents.

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

2. **Subcomponent 1.1: Community-Led Planning and Prioritization** – This subcomponent will serve as the entry point to the target communities and will employ a CDD approach. The project will sensitize communities on food security, nutrition, SBCC, climate change and natural resources management. The project will facilitate the identification and prioritization of areas of interventions in the sorghum and fisheries sector. Areas of support will be linked to improving production and productivity, nutrition, post-harvest management and institutional capacities. The following activities are planned for SADEP's first year to gradually contribute to the subcomponent's objective:

- Community Mobilisation
  - Workshops with stakeholders at state level (3);
  - Workshops/consultations at county level and payam (12);
- Cluster identification
  - Meetings at community level for identification of clusters(Clustering of bomas) (36);
  - Training of community facilitators (Initial and refresher) (24)
- Grouping clusters by commodity interest and identifying priority areas of support
  - Development of sorghum systems investment plans (84)
- Support to counties for field activities
  - County department of agriculture and fisheries (63 days);
  - Support to community mobilisation and cluster planning (128 days).

3. The associated AfDB parallel financing activities under this subcomponent include:

- a) Partnerships with service providers (NGOs & TVETs) established: methodology and lesson learning (workshop).
- b) State-level value chain analysis on Sorghum and sesame<sup>1</sup>
- c) Sorghum and sesame producer organizations formalized and business plans developed<sup>2</sup>
- d) Exchange visits of farmers and extension staff to best-functioning ABC<sup>3</sup>
- e) Standard operating procedures in place for Sorghum and sesame<sup>4</sup>
- f) Sorghum & sesame: food safety kits (moisture meter, hermetic bags...
- g) Sorghum & sesame: establishment of revolving loan fund (VSLA/SACCO)<sup>5</sup>
- h) Fish: setting up of revolving loan fund (VSLA/SACCO)
- i) Partnerships with financial institutes established to develop voucher scheme/matching grant/subsidized credit

4. **Subcomponent 1.2: Sustainable and Climate-Smart Nutrition-Sensitive Production Systems** – This subcomponent aims at supporting priorities elaborated within the CPs for the target rural producers involved in farming and fishing to improve

---

<sup>1</sup>including: identification of buyers, input suppliers and financial service providers.

<sup>2</sup>All POs. Formalization includes bylaws following cooperative principles for good leadership, group management, conflict resolution and gender mainstreaming, record keeping.

<sup>3</sup>2 management people from each ABC (31 ABCs) and 8 extension staff over 2 visits.

<sup>4</sup>Including: mechanization, value addition/processing, collective marketing.

<sup>5</sup>first cohort of 16 ABCs, then follow-up cohort 1 + establishment of cohort 2, then follow up cohort 2.



**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

productivity, production, and nutrition security. Focus will be on sorghum production system and fisheries.

5. For sorghum systems, the following are the key challenges: a) availability and access to quality seed; b) use of poor agricultural practices; c) lack of appropriate technologies for land preparation; d) poor extension services; and e) lack of real time climate and weather information.

6. Activities planned for the first year include:

- Strengthen quality community seed production<sup>6</sup>
  - Develop and print training manuals in seed production (1 each for sorghum, sesame, and groundnuts);
- Identification and training of seed producer groups (50% women and youth) in seed production
  - Train Early Generation Seed (EGS) producers (1 session);
  - Facilitation of trainees to attend (1 session);
  - Facilitation of the technical staff to attend (Travel technical) (1 session);
  - Facilitation of the ToT to attend (Travel ToT) (annual);
  - Travel Technical = 4 pax (annual);
  - ToTs train POs (POs to choose participants -50% women and 20% youth) in quality seed production (1 session);
  - Facilitation ToTs (annual).
- Conduct on-farm evaluation and demonstration of climate smart<sup>7</sup>
  - Conduct participatory variety Trials (PVS) of new sorghum, groundnut and sesame varieties across locations
    - Source PVS kits from collaborating breeding institutions (Sorghum, groundnut and sesame)
- Establishing on-farm demonstrations using farmer and released varieties with recommended agronomic practices
  - Establish on-farm variety demonstrations across target agro-ecologies (135 demos);
  - Establish GAPs demonstrations - row planting, fertilizer rates, intercropping (135 demos);
  - Monitoring<sup>8</sup> (12 months);
  - Monitoring<sup>9</sup> (3 months);
  - Travel related costs (3 months);
- Organizing field days to showcase farmer varieties, new and released sorghum varieties and agronomic practices

---

<sup>6</sup>By facilitating the establishment of community seed banks, build capacity of stakeholders and form a network of community seed producers, especially women and youth as seed

<sup>7</sup>Released and new sorghum, groundnut and sesame varieties with recommended agronomic.

<sup>8</sup>27 extension service providers.

<sup>9</sup>3 Scientists.

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

- Prepare promotional material (including mass media) (27);
- Hold field days at various PVS/Demo sites (27 days);
- Preparation/monitoring field days (27 days);
- Capacity building of extension staff and farmers in Good Agricultural Practices (GAPs), use of climate information and good nutrition practices
  - Developing training manuals on GAPs for extension staff
    - Develop training manuals on good agricultural practices for sorghum, groundnut and sesame 3 (1 each for sorghum, sesame, and groundnuts);
- Training extension staff (TOTs) and farmers in GAPs
  - Train Extension staff (TOTs) in Good agronomic practices for sorghum, groundnut, and sesame (1 training session);
  - Training Facilitation (Accommodation and others) (for 1 training session);
  - Travel Technical (4);
  - TOTs Train farmers/POs in Good agronomic practices for sorghum, groundnut and sesame (263);
- Training extension staff and farmers in understanding and utilizing climate information (both historical and current forecasts) in planning and managing farm operations
  - Train extension staff (TOTs) and Community leaders in utilization and delivery of climate information and E-extension (1 training session);
  - Facilitation of Trainers (travel for 1 training session);
  - Transport Facilitators (for 1 training session);

7. For fisheries, interventions under SADEP will aim to ensure the following: a) fisheries resources are produced and utilized sustainably; b) post-harvest losses are significantly reduced; c) fishing, fish handling and processing skills enhanced; d) improved access to fishing and post-harvest inputs and equipment; e) community infrastructure developed to improve fish quality; f) capacities of County governments and communities get developed to monitor and manage fisheries; and g) increased opportunities, incomes and nutritional benefits to the Project's target groups.

8. Activities planned for the first year include:

- Strengthened fisheries extension services with improved mobility
  - motor-cycles procured for extension workers (6 motorcycles; 3 each for Terekeka and Bor counties);
  - fibreglass boats equipped with outboard engines for extension services (2 boats; 1 each for Terekeka and Bor counties).

9. The associated AfDB parallel financing activities under this subcomponent include:

- a) Farmers skill on quality seed production improved<sup>10</sup>.
- b) Research support (rice and sorghum trials on variety and fertilizers effects)<sup>11</sup>.

---

<sup>10</sup>includes manual/material preparation in first year and 3-days training on linking farmers with rice, sorghum and sesame seed dealers etc. across the 4 states

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

- c) Develop Farmers Field School (FFS) curricula including CSA<sup>12</sup>.
- d) Extension staff acquire FFS facilitation skill<sup>13</sup>.
- e) Provide agricultural extension kits to Counties<sup>14</sup>.
- f) Develop training modules on Good Agricultural Practice (GAP)<sup>15</sup>.
- g) Develop training modules on Good Agricultural Practice (GAP)<sup>16</sup>.
- h) Solar radios for communities<sup>17</sup> /m
- i) Development of video-based e-extension platform
- j) Monthly incentive for rainfall monitoring
- k) Rainfall monitoring continuous training
- l) Operational and maintenance costs of rainfall gauges (regular maintenance, calibration, upgrades)

**10. Component 2: Enhanced Capacity for Postharvest Management and Handling** – Complementing Component 1, the objective of this component is to improve postharvest handling through a gender and youth lens by enhanced post-harvest management practices and technologies, business management and financial literacy skills. The component consists of two subcomponents.

**11. Subcomponent 2.1: Community-Led and Resilient Rural Infrastructure** – The subcomponent supports enabling infrastructure for the targeted value chains. It will invest in the selected value chains-related infrastructure identified as crucial for food and nutrition security. It will support interventions aimed at addressing infrastructure-related constraints faced by smallholder farmers/fishers, their organisations and other relevant actors operating within the targeted value chains.

12. To ensure ownership and sustainability, infrastructure gaps and the potential interventions will be identified in subcomponent 1.1 through the Community-Led Planning and Prioritization following a CDD approach. All identified infrastructure will be prioritised and implemented after feasibility assessments. When effectively implemented, planned interventions will contribute to: a) increased production, productivity, and availability of nutritious food; and b) reduced post-harvest losses and improved quality and value of sorghum-based and fish products.

13. For the Sorghum value chain, planned activities for the first AWPB will focus on:

- Development of an Irrigation system at the Palataka National basic seed centre
  - Feasibility Study and detailed design

14. For the fisheries, activities planned for the first year will focus on:

- Construction of Small scale and Climate Resilient Fish Landing Sites
  - Feasibility Study and detailed design (2; 1 each for Terekeka and Bor).

15. For community infrastructure, activities planned for the first year will focus on:

- Development of Multiple-Use Water Systems (MUS)

---

<sup>11</sup>continued support of BREFONS trials and trainings for Rice and Sorghum will be included as an additional crop to be tested mainly for drought tolerance

<sup>12</sup>includes two days workshops and two months consultancy to develop the training / background info for the facilitator on improved seeds, CSA, IPM, agronomy, soil and water mgt.

<sup>13</sup>public extension officers trained in training center for 3 weeks to facilitate FFS groups.

<sup>14</sup>bicycles, extension kits & motorcycles distributed to County Agricultural Departments (CAD) in target Counties

<sup>15</sup>4 training manuals (Crop, vegetable, tree nurseries and agro-forestry) produced and delivered 500 copies to extension workers.

<sup>16</sup>4 training manuals (Crop, vegetable, tree nurseries and agro-forestry) produced and delivered 500 copies to extension workers

<sup>17</sup>for ABCs, POs, payams chiefs, fish groups and AIRS Cooperative

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

- Prefeasibility Rapid Assessment (18);
- Feasibility Study and detailed design (12).

16. The associated AfDB parallel financing activities under this subcomponent include:

- There are no AfDB parallel financing activities planned under this subcomponent for 2025.

17. **Subcomponent 2.2: Capacity Building and Inclusive Post-Harvest Technologies and Practices** – This subcomponent is allocated a total of USD 6.8 million (representing about 13% of the SADEP budget). It will provide a range of support to enhance the functioning of inclusive POs to improve post-harvest management for food and nutrition security informed by priorities identified in the community prioritization process. Particular attention will be given to women, youth and other vulnerable persons.

18. For the Sorghum value chain, planned activities for the first AWPB will focus on:

- Strengthen/establish producer organizations to increase membership and benefits from a critical mass of members including women and youth;
- Capacity building of POs in post-harvest handling, aggregation and storage
  - Developing and printing training manuals on post-harvest management (sorghum and associated crops)
    - Develop PHH manuals (sorghum, groundnut and sesame) (3);
- Training POs in post-harvest management (drying, threshing/shelling, storage-use of hermetic bags)
  - Train Extension staff (TOTs) in Post-Harvest Handling (1 session);
  - Travel costs for TOTs (for 1 trip);
  - Travel Technical (for 1 trip);
  - Train POs (by TOTs) in PHH (1 training session)
- Supporting access to post – harvest equipment (threshers and shellers) and train on use
  - Source threshers and groundnut shellers (1 each per Payam @USD 500 ) for training (54);
  - Support access to threshers and shellers by POs (Youth as start pack/shared cost) (264 kits);

19. For the fisheries, activities planned for the first year will focus on:

- There are no fisheries-related activities planned under this subcomponent for the first AWPB.

20. **Access to Finance** – Most of the population, particularly in rural regions, still lacks access to banking services and is financially marginalized. Limited infrastructure, such as poor road networks, coupled with localized conflicts, has resulted in the concentration of financial institutions in major urban centres, leaving the impoverished and vulnerable populations underserved. Even in areas where domestic banks operate, they struggle with insufficient capitalization and an increase in non-performing loans, largely due to long-standing issues of inflation and currency devaluation. The business orientation of the Village Savings and Loan Associations (VSLAs) is quite limited and this negatively affects their bankability. In addition, the VSLAs have limited access to rural financial services and this

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

constrains their ability to expand livelihood and productive economic activities. Planned activities for SADEP's first year include:

- VSLA Starter Kits (Group Secure Savings/Money Box, Group Financial Record Books, Ledgers/Booklets and Passbooks, etc.) (50 kits).

21. The associated AfDB parallel financing activities under this subcomponent include:

- There are no AfDB parallel financing activities planned under this subcomponent for 2025.

**22. Component 3: Institutional and Policy Strengthening, Project Coordination and Management** – It is a cross-cutting component servicing the technical components and facilitating pathways for the effective and efficient implementation of SADEP interventions. It comprises two subcomponents.

**23. Subcomponent 3.1: Institutional Strengthening and Policy Support** – The subcomponent will have a dual focus: institutional strengthening and policy support.

**24. Institutional Strengthening** – This intervention will seek to augment the capacity of the institutions at the national, state and county levels that will be responsible for overseeing and/or implementing SADEP activities. Selection of the specific activities will be guided by the Capacities and Systems Needs Assessment that was done under the SSLRP that identified the existing capacity gaps at the national, state and county levels. The activities planned for the first AWPB under this intervention include:

- Capacity building activities
  - Capacity Strengthening of Government staff @ National, State and County Levels in Social Inclusion Aspects (2 workshops);
  - Internet Connectivity<sup>18</sup>

**25. Policy Support** – This intervention aims at ensuring that there is a supportive policy environment during and after implementation. While there is ample need for supporting government to formulate/revise/update different policies/strategies/acts/regulations to improve the regulatory function, SADEP will limit its focus on a small number of policy areas to ensure that those areas get adequately supported during Project implementation. The following areas were identified in liaison with government: a) support community participation in validation of Fisheries and Aquaculture Legal Framework (Bill); b) completion of pending draft seed policies/laws together with the provision of support to improve enforcement of seed inspection and certification regulations and seed import laws; and c) review and alignment of climate change adaptation-related national policies to improve cross-sector climate change adaptation policy coherence, including the integration of the role of the private sector. Activities planned under the policy arena for the first year include:

- There are no policy-related activities planned under this subcomponent for the first AWPB.

**26. Subcomponent 3.2: Project Coordination and Management** – It seeks to provide SADEP with efficient and effective coordination, including planning and implementation, financial management and control, procurement support, monitoring, evaluation and knowledge management, and progress reporting. It will also ensure liaison and linkages with all other projects/programmes being implemented in South Sudan that seek to address similar constraints. The following activities are planned:

---

<sup>18</sup>An annual average of USD 5,000 is assumed for each office (3 State Offices and 4 County Offices). This will be needed to support the Web-based M&E System.

## **South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1**

- Establishment of Project Coordination Unit
  - Desktop Computers (13)<sup>19</sup>;
  - Printers (9)<sup>20</sup>
  - Accounting software<sup>21</sup>;
  - Office furniture (13)<sup>22</sup>.
- Double Cabin Vehicle;
- Knowledge management and communication
  - Development of a Knowledge Management and Communication Strategy (1 strategy);
  - Development of a Programme Knowledge Management Portal;
  - Maintenance of the Knowledge Management Portal;
  - Sensitisation and awareness campaigns (1 workshop);
  - Production and Printing of Knowledge Products and Communications materials;
  - Organise Exchange and learning visits (1 visit);
  - Participation in programme Quarterly implementation Review workshops &SSTC (1 workshop);
- Monitoring and Evaluation
  - TA for M&E during implementation
  - Development of M&E plan and data collection and reporting tools
  - Provision of solar powered radios for use in field data collection by Payam Extension officers (27);
  - Development of project MIS including related infrastructure, accessories and training of staff
  - Maintenance of the MIS and servers
  - COI Surveys (Baseline)
  - Development and Implementation of the Resilience Design Monitoring Tool (RDMT) including training to staff
  - Periodic Monitoring and Supervision and field data collection
  - Community level participatory planning workshops
- Top-ups for GoSS Staff Seconded to the PCU
  - Project Coordinator
  - Monitoring, Evaluation and Knowledge Management Officer
  - Financial Management Officer
  - Procurement Management Officer
  - Project Assistant
  - Driver
  - State Focal Persons (3)
  - County Focal Persons (4)
- Salary
  - Fisheries Specialist
- Operational Costs

---

<sup>19</sup>13 Desktops with software and antivirus; 6 of the computers are for the 6 PCU staff and 7 are for the 7 focal persons (3 State + 4 County focal persons).

<sup>20</sup>2 for the PCU and 1 each for the 7 Focal Persons.

<sup>21</sup>Should include the software itself, annual license and technical assistance.

<sup>22</sup>1 set for each Officer. Set consists of a desk, chair, lamp and a file cabinet.

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

- Vehicle O&M
- Internet Connectivity
- General operating expenses for PCU
- Field per diem
- Third-Party Implementing Partners
  - Computers, printers and UPS'
  - Office Furnishings
  - Vehicles (2)
  - Motorcycles (2)
  - Planning & Training Workshops (Central)
  - Baseline
  - Personnel
    - Project Director
    - Finance and Admin Manager
    - Accountant
    - Accounts Clerk
    - Supervisors
    - Drivers
    - Cumulative Field Officers
    - Village (Payam) Agents Recruited (Part-time)
  - Operation and maintenance
    - Vehicle Operation Costs
    - Motor-cycle Operation Costs
  - Office Operating Costs
    - Office Stationery
    - Office Rent
    - Water and Electricity
    - Communications

27. The associated AfDB parallel financing activities under this subcomponent include:

- a) Socio-economic and biophysical baseline study
- b) Development and updating of the M&E manual
- c) Design and maintenance of the database and the M&E software and database management<sup>23</sup>.
- d) GIS Software License Purchase & GIS Training
- e) Purchase of tablets for data collection<sup>24</sup>
- f) Field Monitoring Mission /c<sup>25</sup>
- g) National-level AWPB validation meetings
- h) Capacity building and M&E training and use of software and tablets
- i) Development of a knowledge management plan and a Project communication strategy
- j) Development of sustainability strategy
- k) Occasional thematic studies
- l) Production, multiplication and dissemination of communication and visibility tools/articles (including infographics, prospectuses and UGP occupancy plan)
- m) Design and update of the website, Facebook page, etc.
- n) Publication of press articles in newspapers and on various platforms
- o) Broadcast of reports and broadcasts on TV and radio
- p) M&E specialist/safeguards

---

<sup>23</sup>Kobo Tool Box is free for up to 5 GB and 10,000 data submissions per month.

<sup>24</sup>5 tablets per state for PIU technical experts and M&E officer/assistant.

<sup>25</sup>Follow-up mission including PIU participation at state-level, 2 times per year in each state (4 states targeted)

## South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1

q) M&E officer - cost shared

**Summary Budget and Financing** – Presented in this section are summary tables giving an overall picture of financial resources required for the SADEP’s 2025 AWPB. The budget information is presented by component, financier and categories of expenditure. The total budget for SADEP’s 2023 AWPB is about US\$ 4.32 million.

### First Year Annual Work Plan and Budget by Financier and by Component (US\$ '000)

South Sudan  
Sustainable Agricultural Development Project (SADEP) - First Year Workplan  
Expenditure Accounts by Financiers  
(US\$ '000)

	IFAD 12		AfDB Parallel		GoSS		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%			
<b>I. Investment Costs</b>											
A. Civil Works	-	-	-	-	-	-	-	-	-	-	-
B. Consultancies	986	82	206	17	14	1	1,206	28	100	1,106	-
C. Equipment and Materials	486	92	-	-	40	8	526	12	49	437	40
D. Goods, Services and Inputs	370	32	790	68	2	0	1,162	27	37	1,123	2
E. Training and Workshops	863	100	-	-	0	-	863	20	86	777	-
<b>Total Investment Costs</b>	2,705	72	996	27	56	2	3,757	87	272	3,443	42
<b>II. Recurrent Costs</b>											
A. Operation and Maintenance	62	100	-	-	0	-	62	1	6	56	-
B. Salaries and Allowances	377	75	127	25	0	-	504	12	38	466	-
<b>Total Recurrent Costs</b>	439	78	127	23	0	-	566	13	44	522	-
<b>Total PROJECT COSTS</b>	3,143	73	1,123	26	56	1	4,323	100	316	3,965	42

### First Year Annual Work Plan and Budget by Financier and by Category (US\$ '000)

South Sudan  
Sustainable Agricultural Development Project (SADEP) - First Year Workplan  
Components by Financiers  
(US\$ '000)

	IFAD 12		AfDB Parallel		GoSS		Total	
	Amount	%	Amount	%	Amount	%	Amount	%
<b>A. Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food.</b>								
Community-Led Planning and Prioritization	620	60	402	39	14	1	1,036	24
Sustainable and Climate-Smart Nutrition-Sensitive Production Systems	630	62	389	38	5	1	1,024	24
<b>Subtotal</b>	1,250	61	790	38	19	1	2,059	48
<b>B. Enhanced Community Infrastructure and Post-Harvest Management capacity</b>								
Community-Led and Resilient Rural Infrastructure	187	100	-	-	-	-	187	4
Capacity Building and Inclusive Post-Harvest Technologies and Practices	431	94	-	-	26	6	457	11
<b>Subtotal</b>	618	96	-	-	26	4	644	15
<b>C. Institutional and Policy Strengthening, Project Coordination and Management</b>								
Institutional Strengthening and Policy Support	42	100	-	-	-	-	42	1
Project Coordination and Management	1,233	78	333	21	12	1	1,577	37
<b>Subtotal</b>	1,275	79	333	21	12	1	1,619	38
D. RED	-	-	-	-	-	-	-	-
<b>Total PROJECT COSTS</b>	3,143	73	1,123	26	56	1	4,323	100



# South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1

## I. INTRODUCTION

### 1.1. Country Background and the Project Area

28. The Republic of South Sudan is the newest internationally recognized country in the world, after it seceded from Sudan and gained independence on 9<sup>th</sup> July 2011 following decades-long conflict with Sudan. In the wake of two further civil wars (2013-2015 and 2016-2018) and the signing of a second power-sharing agreement (the Revitalised Agreement on the Resolution of the Conflict in South Sudan, R-ARCSS), South Sudan appears set to resume its journey towards lasting peace and sustainable development. The R-ARCSS affirms signatories' commitment to a permanent ceasefire, a Revitalized Transitional Government of National Unity (RTGNU), humanitarian assistance and reconstruction, as well as improved economic, financial, and natural resources management.

29. While the prevalence of violence in the country has declined over the past two years, localized conflict persists in many areas and peace remains fragile. According to the 2023 fragility states index rankings, South Sudan is ranked third globally - after Yemen and Somalia<sup>26</sup>. The country continues to experience bouts of localized violence as key drivers of conflict remain in place. These are linked to key dynamics around competition for resources, isolation of citizens from decision-making and limited/no access to central/state government services, limited livelihood alternatives or access to natural resources; this is intensified by community conflict that is furthered by ethno-political divisions and militarization of cattle raiding<sup>27</sup>. Thus, re-integration of the rural population into viable livelihood opportunities is a critical strategy towards the sustenance of the Peace Agreement in South Sudan.

30. The country's economic growth has been unstable over the last few years influenced by factors such as fluctuating oil production and prices, the effects of the COVID-19 pandemic, recurring flooding, global inflationary pressures, the war in Ukraine and Gaza (causing hikes in food prices), and the ongoing conflict in Sudan<sup>28</sup>. South Sudan's economy is heavily reliant on oil exports which account for nearly all of the country's exports and for approximately 90% of the country's total revenue. In recent years, oil production has been declining and is projected to drop further from 64 million barrels in 2023 to 51 million barrels in 2024<sup>29</sup>. Crude exports from Sudan's Bashayer oil terminal in the Red Sea also dropped to 79,000 barrels per day in February 2024, an 11-month low<sup>30</sup> (S&P Global commodities, 2024). Real Gross Domestic Product (GDP) contracted by an estimated 2.9% in 2021/22, after contracting 4.9% in 2020/21, driven by the oil sector<sup>31</sup>. Oil production declined to 156,000 barrels a day in 2021/22 from 169,000 in 2020/21 after several oilfields were damaged by floods<sup>32</sup>. For 2022/23, the county's GDP was estimated to have contracted by a further 0.4% 2022/23<sup>33</sup>.

31. GDP growth is expected to rebound to 2% in 2023/24, supported by a sustained recovery in the non-oil sector and expanding crop planting. The recovery in oil production from the impacts of flooding of oil fields has been partially offset by a temporary decline in production and exports in recent months. Over the medium-term, growth should remain close to 4% as oil output levels recover and non-oil activity improves, supported by

---

<sup>26</sup>[FSI-2023-Report\\_final.pdf \(fragilestatesindex.org\)](#)

<sup>27</sup>Ibid.

<sup>28</sup>UNDP/UN South Sudan: Unpacking the ongoing Economic Crisis in South Sudan, March 2024.

<sup>29</sup>Ibid.

<sup>30</sup>S&P Global Commodities, 2024.

<sup>31</sup>African Development Bank report 2023.

<sup>32</sup>Ibid.

<sup>33</sup>Ibid

## **South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1**

moderating inflation and higher government outlays on critical public investments, health, and education. This outlook is predicated on prudent monetary and fiscal policies that anchor macroeconomic stability, progress on governance, transparency, and structural reforms, and credible elections in 2024 that help to sustain peace<sup>34</sup>.

32. While oil dominates the revenue landscape, agriculture remains the primary source of livelihood for more than 80% of the households; agriculture plays a critical role in supporting local communities and providing sustenance<sup>35</sup>. The agriculture sector is dominated by smallholder farmers; they account for 80% of the country's cereal production<sup>36</sup>. Unfortunately, these farmers face a number of constraints, due to high transport costs, unavailability of agricultural inputs, and underdeveloped agricultural extension services. South Sudan relies on food imports from neighbouring countries, such as Uganda, Kenya and Sudan. These come at a high transportation cost which, coupled with inflation, has caused food prices to rise dramatically in the country<sup>37</sup>.

33. South Sudan has an estimated population of about 11.1 million in 2023<sup>38</sup> with 85% living in rural areas, deriving their livelihoods from the agriculture, fisheries and livestock sectors. The country is ranked 185<sup>th</sup> out of 189 countries in the Human Development Index (HDI), with a score of 0.43339<sup>39</sup>. It is one of the youngest countries in the world with a mean average age of 19 years; 45% of the population is below the age of 15 years of age. Population growth rate is high at 4%, although population density is one of the lowest in the world - with between 13 to 18 people per km<sup>2</sup>, compared to 45 in sub-Saharan Africa. A total of 65 ethnic groups and 70 languages are spoken, with the 10 largest ethnic groups constituting approximately 80% of the population<sup>40</sup>.

### **1.2. Policy Environment for Agriculture and Rural Poverty**

34. GoSS' overall development vision, related goals and strategy are articulated in the South Sudan Development Plan (SSDP)<sup>41</sup> and implementation framework, the South Sudan Development Initiative (SSDI). Investment in agriculture is guided by the Comprehensive Agriculture Master Plan/Irrigation Development Master Plan (CAMP/IDMP) 2015–2040. South Sudan also has a National Nutrition Policy and has been a member to the Scaling-Up Nutrition (SUN) Movement since 2016. It has a gender policy and many policies and laws incorporating gender perspectives but its laws and regulations are not implemented, and others are still in draft form.

35. The Public Financial Management and Accountability Act, 2011 guides the country's Public Financial Management (PFM) architecture. The act has a clear stipulation of accountability, preparation, audit and examination of accounts functions. South Sudan adopted the Public Procurement and Disposals of Assets Act, 2018, and the Regulations for 2006 which came to effect on 12<sup>th</sup> September 2006. Because the 2018 Act is newer than the 2006 regulations, there is a need to update the procurement regulations to fully align them with the Act. In addition, the 2006 regulations conflict with Procurement Guidelines of most International Financial Institutions (IFIs). Accordingly, the majority of IFIs make use

---

<sup>34</sup>World Bank, Macro-Poverty Outlook; April 2024

<sup>35</sup>[World Bank Report: With Peace and Accountability, Oil and Agriculture Can Support Early Recovery in South Sudan](#), June 2022.

<sup>36</sup>Ibid.

<sup>37</sup>Ibid.

<sup>38</sup><https://www.populationpyramid.net/south-sudan/>.

<sup>39</sup>South Sudan Bureau of statistics 2023.

<sup>40</sup>FAO and World Bank; 'Transforming Agriculture in South Sudan.

<sup>41</sup>While SSDP was originally designed for the period 2011-2013, the Government decided, in February 2013, to extend the implementation period to 2016. Eventually, it became a series of five-year development plans leading up to the South Sudan Vision for 2040.

## **South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1**

of their own procurement rules and guidelines and not the country's system. Therefore, there is a great need for building the country capacity in the area of public procurement regulations, processes and procedures.

36. In 2006, the Government published an official Aid Strategy outlining the process for coordinating and aligning development assistance in South Sudan. The strategy, which was reviewed in 2011, stipulates that development assistance should be government-owned and led, aligned with government policies as set out in the SSDP and Budget Sector Plans (BSPs) and use government systems and institutions for PFM, policy and service delivery, including at the State level. However, with the resurgence of the civil war in 2013, the donor community stopped using government systems for PFM. Donors opted to implement and finance projects via the following ways: a) through International Non-Governmental Organizations (NGOs); b) using United Nations Agencies; and c) a hybrid arrangement where the roles and responsibilities were divided between the Government and NGOs or UN Agencies as implementing partners.

37. Since 2013, GoSS has received support from different development partners to improve PFM capacities in: a) building state capacity and accountability at the Central, State and County Governments; b) improving aid coordination in support of the country's PFM systems; c) assisting the Ministry of Finance and Economic Planning in developing accounting and auditing legislation; and d) strengthening the ability of government to sustainably expand the domestic resource base and efficiently allocate these resources in a transparent and equitable manner for service delivery.

### **1.3. Key Stakeholders and Involvement of Smallholders**

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

39. The smallholders and their organisations are the central focus of SADEP; they will be involved variously during the course of Project implementation. Their involvement, not only as beneficiaries but also as active participants, will ensure ownership of the Project and sustainability of the different interventions. Community-Driven Development (CDD) will be the implementation approach to be used by SADEP. That, *de facto*, makes CBOs key players in identifying the smallholders' problems, prioritizing them, development of Community Development Plans (CDPs) and oversee the process of implementing subprojects that will emanate from the CDPs. An institutional capacity and systems needs assessment undertaken by MAFS in March 2024 established that many of these institutions have various capacity limitations. Weak institutions coupled with poor public investments in the rural communities have undermined rural development. Accordingly, the respective institutions' capacities will be augmented through capacity strengthening interventions.

### **1.4. Focus of the Project**

40. Due to the effects of protracted internal conflicts, floods, drought, desert locust invasion, and the COVID-19 and Ukraine crises, 87% of the population in South Sudan require relief and development assistance. As per the Fragility Assessment and SECAP

## **South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1**

Review Note, the country is in a post-conflict situation and needs increased support to address drivers of fragility that impede the development of the food system. Food systems sustaining 88% of rural households, face challenges like variable climate change, skills, and technology gaps. Production challenges are exacerbated by poor infrastructure and high post-harvest losses of 40-50%<sup>42</sup>.

41. Food production challenges, exacerbated by food price inflation, is causing severe levels of malnutrition, with around 65% of the population (7.8 m people) estimated to have faced acute food insecurity during the 2023 lean season and estimated 1.4 m children malnourished<sup>43</sup>. Hunger and food insecurity combined create fertile ground for conflict and consequently, deepens poverty and malnutrition in a vicious cycle.

42. IFAD will use a community driven development approach (CDD) to address the underlying challenges faced by rural farmers in South Sudan. Through the approach, SADEP will focus on institutional strengthening including at community level to develop trust and shared vision; and to strengthen advisory services provided by public institutions for achieving food and nutrition security. SADEP will also use the CCD approach to inform infrastructure development, availing climate-adaptable technologies for production and post-harvest management, strengthening natural resource management and village savings and loans to unlock the potential of the agriculture sector. These interventions will be critical to realising food and nutrition security and meeting the COSOP goals of reducing poverty and achieving peace in the country.

43. SADEP will achieve the objective through a focus on sorghum systems and fisheries value chains. As outlined in the country's Country Food and Agriculture Delivery Compact, fish and sorghum are among the value chains holding the most potential for food security, nutrition and income generation. Cereal value chains (particularly sorghum and maize) make up about 49% of the diet in South Sudan<sup>44</sup> and of these, sorghum is mostly produced by smallholder farmers and provides a better alternative for climate adaptation due to its drought tolerance. In Sorghum systems, farmers grow sorghum and groundnuts, which have nutrition and soil fertility enhancement benefits. Moreover, fisheries and aquaculture resources are abundant and underutilized, with fisheries production potential estimated at between 100,000 to 300,000 metric tons per year.

44. IFAD's comparative advantage lies in the experience in using community driven approaches in fragile contexts (Ethiopia, Somalia, South Sudan), developing seed systems and strengthening productive capacities of smallholder farmers and fisherfolk. IFAD has a comparative advantage in addressing climate related challenges and in mainstreaming youth, gender and nutrition in similar contexts to South Sudan.

## **II. SUMMARY OF SADEP DESCRIPTION**

### **2.1 Goal, Objective and Strategic Approach**

45. **Project Goal and Objective** – SADEP's goal is to 'contribute to enduring peace and reduced poverty'. Its Development Objective is to 'enhance resilience, food and nutrition security for target communities'. The Project will be implemented over a seven-year period.

---

<sup>42</sup>World Bank, 2020

<sup>43</sup>South Sudan: Acute Food Insecurity Situation 2023-2024: <https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1156667/?iso3=SSD>.

<sup>44</sup>World Bank Group 2019.

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

46. **Approach** – The Project will adopt a Community Driven Development (CDD) that will facilitate the target beneficiaries to lead the process of identifying and prioritising the challenges and define ways of addressing them. The process puts the target communities in the forefront of guiding the process of improving their livelihoods. Through CDD members of Community-Based Organisations (CBOs), interested in development within the menu of the Project’s activities, will be facilitated to articulate, prioritise and participate in defining Community-driven Development Plans (CDPs). The various activities prioritised are then consolidated into an actionable plan, both immediate and medium term, costed and approved by the County Development Committees.

**2.2 Target Group**

47. **Target Groups** – SADEP’s primary target groups will be: a) the poorest and poor households, identified at inception through participatory methodologies appropriate to their circumstances; and b) vulnerable people who have little access to assets and economic opportunities due to social exclusion, marginalization and the negative impact of climate change, targeted for participation in sorghum and fisheries-based livelihood groups (VSLAs, Cooperatives, SACCOS etc.) promoted by the Project.

48. SADEP’s target outreach is estimated at 18,700 rural agricultural households (HHs) corresponding to 112, 500 persons who will be reached and supported through producer organisations. The poorest households hold not more than 1 hectare (ha) cultivable land whilst poor households comprise smallholders with less than 2 ha cultivable land whose livelihoods are vulnerable to natural resource degradation and climate change risks. Vulnerable people within the poor rural population include women (50%), unemployed female and male youth between 18-35 years (40%) and persons with disability who are economically active, many being part of the poor/poorest households. Market-oriented farmers with 2-10 ha cultivable land will also benefit from Project support as minority members of the eligible groups and enterprises. The combined total number is estimated at 112,500 beneficiaries.

**2.3 Component Summary Description**

49. SADP’s development objective will be achieved through the effective implementation of two technical components and a third component focusing on institutional strengthening, policy support and project coordination. There is a fourth component that would serve as a mechanism to a quick response to emergency and disaster (RED). Following hereunder is a summary of the expected focus of the different components.

50. **Component 1: Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food** – This will focus on increasing production and productivity of targeted value chains through good agriculture practices, technologies, and climate-resilient infrastructures.

51. **Component 2: Enhanced Capacity for Postharvest Management and Handling** – Complementing Component 1, the objective of this component is to improve postharvest handling through a gender and youth lens by enhanced post-harvest management practices and technologies, business management and financial literacy skills.

52. **Component 3: Institutional Strengthening, Policy Support and Programme Coordination** – This will be a cross-cutting component servicing the technical components and facilitating pathways for the effective and efficient implementation of SADEP interventions. It will strengthen institutions for sustainable management of investments under the Project. Policy support will facilitate the development, review and update of policies and strategies in areas identified as essential for SADEP. Interventions for

## South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1

institutional strengthening and policy support will be informed by a needs and systems assessment that has already been undertaken by MAFS to identify gaps.

**53. Component 4: Response to Emergency and Disaster (RED)** – The SECAP review highlights South Sudan's high vulnerability to climate change, extreme weather events, and pest outbreaks. Predictions indicate that these challenges will continue to jeopardize livelihoods, food security, and the well-being of rural populations, including those dependent on agriculture and fisheries, in the coming years. The likelihood of these events to happen during the Project implementation is assessed as high. To mitigate these risks, a RED component is integrated within the SADEP Project. This component offers immediate support to affected populations, focusing on smallholder farmers and fishermen, complementing the national government-led response plans within the SADEP geographical area.

### 2.4 Project Costs and Financing Plan

54. The total cost for SADEP including price and physical contingencies over a 7-year implementation period is estimated at US\$ 51.3 million. The investment costs have been estimated at US\$46.7 million (91% of the total costs), and recurrent costs estimated at US\$ 4.5 million (9% of the total costs). Price and physical contingencies are estimated at US\$ 2 million (US\$0.860 million and US\$1.2 million respectively).

55. Component 1 (Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food) has been allocated 36 % of the total costs, equivalent to US\$18.3 million. Component 2 (Enhanced Community Infrastructure and Post-Harvest Management Capacity) has been allocated the biggest portion of the total project costs, amounting to US\$ 23.4 million (46% of the total costs). Component 3 (Institutional and Policy Strengthening, Project Coordination and Management) has been allocated US\$ 9.5 million (19%). The project has been designed with a Response to Emergency and Disaster (RED) component to mitigate risks related to climate change, weather shocks and pests outbreak foreseen in South Sudan with an allocation of 5% of the IFAD funds (US\$0.980 million).

56. The SADEP costs by component and by categories of expenditure are shown in the below tables.

**Table 1: Costs by Components/Subcomponents) and Financier ('000 USD)**

South Sudan Sustainable Agricultural Development Project (SADEP) Components by Financiers (US\$ '000)	IFAD 12		Financing Gap		GEF/LDCF		AfDB Parallel		Ben. Contribution		GoSS		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%			
	<b>A. Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food</b>																
Community-Led Planning and Prioritization	932	10	233	3	-	-	7,745	87	-	-	15	0	8,924	17	118	8,806	-
Sustainable and Climate-Smart Nutrition-Sensitive Production Systems	3,407	36	3,312	35	-	-	2,582	27	-	-	128	1	9,429	18	679	8,691	59
<b>Subtotal</b>	<b>4,339</b>	<b>24</b>	<b>3,545</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>10,327</b>	<b>56</b>	<b>-</b>	<b>-</b>	<b>142</b>	<b>1</b>	<b>18,354</b>	<b>36</b>	<b>797</b>	<b>17,498</b>	<b>59</b>
<b>B. Enhanced Community Infrastructure and Post-Harvest Management capacity</b>																	
Community-Led and Resilient Rural Infrastructure	2,179	12	-	-	6,632	35	7,883	42	1,600	9	565	3	18,858	37	1,093	17,721	44
Capacity Building and Inclusive Post-Harvest Technologies and Practices	684	15	2,274	50	1,216	27	-	-	-	-	414	9	4,587	9	442	3,976	170
<b>Subtotal</b>	<b>2,862</b>	<b>12</b>	<b>2,274</b>	<b>10</b>	<b>7,848</b>	<b>34</b>	<b>7,883</b>	<b>34</b>	<b>1,600</b>	<b>7</b>	<b>979</b>	<b>4</b>	<b>23,446</b>	<b>46</b>	<b>1,535</b>	<b>21,697</b>	<b>214</b>
<b>C. Institutional and Policy Strengthening, Project Coordination and Management</b>																	
Institutional Strengthening and Policy Support	623	45	750	54	-	-	-	-	-	-	7	1	1,379	3	137	1,235	7
Project Coordination and Management	1,976	24	3,232	40	1,084	13	1,790	22	-	-	40	1	8,122	16	632	7,477	13
<b>Subtotal</b>	<b>2,599</b>	<b>27</b>	<b>3,982</b>	<b>42</b>	<b>1,084</b>	<b>11</b>	<b>1,790</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>47</b>	<b>1</b>	<b>9,501</b>	<b>19</b>	<b>769</b>	<b>8,712</b>	<b>20</b>
<b>D. RED (Lumpsum to be allocated in case of emergency) 5%</b>	490	-	490	-	-	-	-	-	-	-	-	-	980	2	-	-	-
<b>Total PROJECT COSTS</b>	<b>9,800</b>	<b>19</b>	<b>9,800</b>	<b>19</b>	<b>8,932</b>	<b>17</b>	<b>20,000</b>	<b>39</b>	<b>1,600</b>	<b>3</b>	<b>1,167</b>	<b>2</b>	<b>51,300</b>	<b>100</b>	<b>3,101</b>	<b>47,907</b>	<b>293</b>

**Table 2: SADEP Costs by Category and Financier ('000 USD)**

## South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1

South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Expenditure Accounts by Financiers  
(US\$ '000)

	IFAD 12		Financing Gap		GEF/LDCF		AfDB Parallel		Ben. Contribution		GoSS		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%			
<b>I. Investment Costs</b>																	
A. Civil Works	1,284	8	-	-	4,997	32	7,793	50	1,600	10	-	-	15,674	31	788	14,886	-
B. Consultancies	1,969	29	3,309	49	477	7	628	9	-	-	342	5	6,726	13	610	6,116	-
C. Equipment and Materials	967	53	91	5	613	33	-	-	-	-	162	9	1,833	4	167	1,506	159
D. Goods, Services and Inputs	1,516	10	1,601	10	1,523	10	10,384	67	-	-	541	4	15,565	30	505	14,927	134
E. Training and Workshops	3,094	45	3,470	50	239	3	33	1	-	-	123	2	6,960	14	693	6,267	-
<b>Total Investment Costs</b>	<b>8,831</b>	<b>19</b>	<b>8,472</b>	<b>18</b>	<b>7,848</b>	<b>17</b>	<b>18,839</b>	<b>40</b>	<b>1,600</b>	<b>3</b>	<b>1,167</b>	<b>3</b>	<b>46,757</b>	<b>91</b>	<b>2,763</b>	<b>43,702</b>	<b>293</b>
<b>II. Recurrent Costs</b>																	
A. Operation and Maintenance	189	34	270	48	107	19	-	-	-	-	-	-	566	1	57	509	-
B. Salaries and Allowances	780	20	1,059	27	978	25	1,162	29	-	-	-	-	3,978	8	282	3,696	-
<b>Total Recurrent Costs</b>	<b>969</b>	<b>21</b>	<b>1,328</b>	<b>29</b>	<b>1,084</b>	<b>24</b>	<b>1,162</b>	<b>26</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,543</b>	<b>9</b>	<b>338</b>	<b>4,205</b>	<b>-</b>
<b>Total PROJECT COSTS</b>	<b>9,800</b>	<b>19</b>	<b>9,800</b>	<b>19</b>	<b>8,932</b>	<b>17</b>	<b>20,000</b>	<b>39</b>	<b>1,600</b>	<b>3</b>	<b>1,167</b>	<b>2</b>	<b>51,300</b>	<b>100</b>	<b>3,101</b>	<b>47,907</b>	<b>293</b>

**57. SADEP Financing Plan** – The Project financing is as follows: a) IFAD-12 financing is US\$9.8 million (19% of the total costs). SADEP has been designed with a financing gap of US\$9.8 million which will be sourced through the IFAD-13 allocation. This will bring the IFAD financing to a total of US\$19.6 million (38%); b) Co-financing from GEF/LDCF is estimated at US\$8.9 million; about 17% of the total cost; c) the AfDB parallel financing to the Project is estimated at US\$20 million (39% of total cost); d) domestic co-financing from the Government of South Sudan is estimated at about US\$ 1.2 million (2% of total cost) and the target beneficiaries in form of in-kind contribution is estimated at about US\$1.6 million (3% of total cost). The summary is presented in the table below.

South Sudan  
Sustainable Agricultural Development Project (SADEP)  
Financing Plan  
(US\$ '000)

	Foreign	Local	Total	Percent
IFAD 12	981	8,819	9,800	19
Financing Gap	1,014	8,786	9,800	19
GEF/LDCF	945	7,987	8,932	17
AfDB Parallel	-	20,000	20,000	39
Ben. Contribution	160	1,440	1,600	3
GoSS	-	1,167	1,167	2
<b>Total</b>	<b>3,101</b>	<b>48,200</b>	<b>51,300</b>	<b>100</b>

### 2.5 Project Organization and Implementation Arrangements

58. MAFS will be SADEP's Lead Implementation Agency and will use an implementation structure defined at the national, state and county levels. Given the focus of the Project, the Ministry of Animal Resources and Fisheries' technical experts and resources will be mobilised to support the implementation of SADEP. Also, the Ministry of Environment and Forestry is expected to play a significant role with regard to the monitoring and supervision of the GEF investment; details of these arrangements will be provided in the PIM.

59. At the national level, MAFS will use the already established Single Project Coordinating Unit (SPCU) to undertake the overall coordination of SADEP's implementation and implementation of subcomponent 3.1. As is the case with the other IFAD-supported interventions in South Sudan, SSLRP and READ, SADEP's technical implementation will be undertaken by third-party Implementing Partners selected through a competitive recruitment process; it will be recruited and contracted by GoSS with technical assistance and No Objection from IFAD. IFAD will provide No Objection at the following stages in the procurement process of the Implementing Partners: a) final Request for Expression of Interest (REOI), Request for Proposal (RfP) , including the shortlist of implementing agencies; b) proposal evaluation report; and c) draft contract between GoSS and the

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

Implementing Partners. The process of selecting the Implementing Partners will be initiated in parallel to the approval of the SADEP package to ensure that the process is finalised in time for a smooth start-up of the Project. The contract between GoSS and the Implementing Partners will only be signed after the approval of SADEP by IFAD's Executive Board in September 2024, and signature of the Financing Agreement.

60. To help fast-track the recruitment process, the IFAD PDT will prepare the relevant Terms of Reference, REOI and the Request for Proposals (RFP) package for the selection of the Implementing Partners. The selection process of the Implementing Partners is expected to be finalised by GoSS prior to the Project's effectiveness date. Financial management and procurement assessment will be undertaken to assess compliance with IFAD Guidelines and an evaluation of the capacity in Financial Management and Procurement as part of the due diligence.

61. The third-party Implementing Partners will be responsible for implementing the Component 1, Component 2 and the RED Component (if/when triggered) and will be responsible for the following: a) preparing and executing the AWPBs, implementation progress and financial reports for submission to the SPCU (for review, comment and onward forwarding to the oversight body (NTC and NAC); b) have adequate M&E, fiduciary and procurement systems and capacities and undertake all project-related fiduciary functions in compliance with IFAD Guidelines; c) undertake all procurement activities for the relevant components and submit procurement packages to the SPCU for onward transmission to IFAD for No Objection, d) work closely with the SPCU and the target States and Counties during activity planning and implementation to ensure consistency with existent State and County development agendas. In addition, the third-party Implementing Partners will use government frontline extension agents, where they exist, with the dual objective of strengthening their capacity and also serve as part of the exit strategy at Project completion. SADEP will provide the needed capacity augmentation at the State and County levels to ensure their effective participation in SADEP's activity planning and implementation. The third-party Implementing Partners will also work with other local partners and service providers in the implementation of the Project. A complete set of the third-party Implementing Partners' responsibilities will be presented in a detailed ToRs that will form part of the agreement that will be signed with GoSS.

62. The third-party Implementing Partners will have a Project Management Team (PMT) to coordinate and oversee SADEP activity implementation and the following is an indicative composition of the PMT: a) Project Manager; b) Technical Officers (Sorghum and Fisheries); c) Monitoring, Evaluation and KM Officer; d) Financial Management Officer; and e) Procurement Officer. The third-party Implementing Partners will also ensure that it makes adequate arrangements for the effective implementation of the mainstreaming themes of gender, youth, nutrition and Climate Change. Considering the parallel financing arrangements with AfDB, the third-party Implementing Partners will be expected to develop an MoU with the Bank to adequately align the SADEP activities to the corresponding ones under CRAFT.

63. As is the case with the ongoing IFAD-supported Projects, MAFS/PCU will be responsible for implementing Subcomponent 3.1 through service providers that will be recruited in line with IFAD's procurement guidelines. The PCU will be established as part of capacity development of MAFS and will comprise government seconded staff. The following are the foreseen staff composition of the PCU: a) Project Coordinator; b) Monitoring, Evaluation and Knowledge Management Officer; c) Financial Management Officer; d) Procurement Officer; e) Project Assistant; and f) Driver. The main role of the PCU will be to coordinate the engagement of GoSS technical experts in the implementation of the Project, and liaise with the third-party Implementing Partners to capture generated knowledge and facilitate dissemination nationally. The PCU will also ensure liaison, synergies and linkages with all



## **South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1**

other relevant projects/programmes being implemented in the project area and the country that seek to address similar or related constraints. The PCU will also be expected to undertake periodic monitoring of the project in the field.

64. Given the emphasis SADEP is putting on social inclusion, the Ministry of Gender, Social Welfare and Religious Affairs is expected to play a key role in Project implementation.

### ➤ **Governance**

65. *Oversight Function* – The already existing governance structure will provide the oversight function to SADEP. A National Advisory Committee (NAC) is in place and chaired by the Undersecretary of MAFS 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 SADEP for effective and accountable implementation. Its composition will be expanded to incorporate those ministries that will be playing a key role in SADEP's implementation.

66. The other 'arm' of the oversight function is the National Technical Committee (NTC); it is part of the governance structure and is 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. Likewise, its composition will be expanded to reflect the key ministries involved in the Project's implementation.

## **2.6 Beneficiaries, Expected Benefits and Sources**

67. SADEP's primary target groups will be: a) the poorest and poor households, identified at inception through participatory methodologies appropriate to their circumstances; and b) vulnerable people who have little access to assets and economic opportunities due to social exclusion, marginalization and the negative impact of climate change, targeted for participation in sorghum and fisheries-based livelihood groups (VSLAs, Cooperatives, SACCOS etc.) promoted by the Project.

68. SADEP's target outreach is estimated at 18,700 rural agricultural households (HHs) corresponding to 112, 500 persons who will be reached and supported through producer organisations. The poorest households hold not more than 1 hectare (ha) cultivable land whilst poor households comprise smallholders with less than 2 ha cultivable land whose livelihoods are vulnerable to natural resource degradation and climate change risks. Vulnerable people within the poor rural population include women (50%), unemployed female and male youth between 18-35 years (40%) and persons with disability who are economically active, many being part of the poor/poorest households. Market-oriented farmers with 2-10 ha cultivable land will also benefit from Project support as minority members of the eligible groups and enterprises. The combined total number is estimated at 112,500 beneficiaries.

69. *Targeting Strategy* – Targeted communities will be engaged in resilience building activities, through improved productivity, community asset creation and climate adaptation using a conflict-sensitive and gender-sensitive approach. The targeting strategy will comprise the following: a) geographic targeting, based on the identification of priority

## **South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1**

counties; b) self-targeting, with activities geared towards the needs of poor producer households that are engaged in crop and fisheries activities; c) direct targeting of very poor and/or vulnerable households, including youth; d) empowerment and capacity building measures to ensure the target group is able to access the proposed interventions; and e) enabling environment and policy dimensions so as to ensure a conducive environment for the Project to be implemented and sustainability of its results. Throughout its programming, SADEP will seek out opportunities to contribute to social cohesion, peace and stability and promote the economic empowerment of women and youth.

70. The economic and financial analysis undertaken shows that a wide adoption of climate-smart and improved farming and fishing management to be promoted by SADEP would have important financial and economic benefits in the form of: a) increased production and productivity; b) improved food nutrition; c) increased household income; d) enhanced capacity of post-harvest handling and management, leading to reduced post-harvest losses of crops and fish; and e) improved access to markets/storage/processing centres.

### **III. SUMMARY OF IMPLEMENTATION TO-DATE**

71. This chapter is supposed to present the summary of achievements to date both in physical terms (physical achievements in relation to targets) and financial terms (disbursement status). It is also supposed to highlight the constraints encountered during implementation (thus far); the constraints highlighted are supposed to be addressed for improved implementation. Lastly, the chapter is supposed to state the number of target beneficiaries reached, disaggregated by gender. However, this is the first Project year of this 7-year Project and, as such, there is no implementation progress to report herein. But, as part of the design process, some steps, such as preparation of this draft AWPB, Procurement Plan and the Project Implementation Manual, were undertaken. These will greatly help kick-start actual, on-the-ground, Project implementation once SADEP gets launched.

### **IV. THE 2025 WORK PLAN**

#### **4.1 The Planning Process**

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

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

73. However, this being SADEP's first AWPB, its preparation was largely based on the Project Design Report and was prepared as part of the design process. It is expected that starting with the 2026 AWPB onwards, the decentralised, bottom-up and participatory planning process will take over where the process will, necessarily, utilise all three sources of information as listed above.

#### **4.2 Plan Focus**

## **South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1**

74. This being the first SADEP Year, the focus of the plan is to put processes and procedures in place to facilitate a smoother implementation of the Project during the proceeding Project Years. This will include: a) establishing of the SADEP coordination structures at the national and county levels; b) facilitating the already existing NAC and NTC to including the other key institutions and introduce SADEP to them. Agree on how to proceed with the provision of the oversight function (frequency and modality of meetings); c) initiate the undertaking of the SADEP baseline survey; d) conduct awareness creation on SADEP objectives and implementation arrangements; e) review and finalise the targeting strategy for the selection of the specific participating wards; etc.

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

### **4.3 Description of the Work Plan**

76. Following below is the description of the work plan; this has been done by component and subcomponent.

**77. Component 1: Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food** – It will focus on increasing production and productivity of targeted value chains through good agriculture practices, technologies, and climate-resilient infrastructures. It comprises the following subcomponents.

**78. Subcomponent 1.1: Community-Led Planning and Prioritization** – This subcomponent will serve as the entry point to the target communities and will employ a CDD approach. The project will sensitize communities on food security, nutrition, SBCC, climate change and natural resources management. The project will facilitate the identification and prioritization of areas of interventions in the sorghum and fisheries sector. Areas of support will be linked to improving production and productivity, nutrition, post-harvest management and institutional capacities. The following activities are planned for SADEP's first year to gradually contribute to the subcomponent's objective:

- Community Mobilisation
  - Workshops with stakeholders at state level (3);
  - Workshops/consultations at county level and payam (12);
- Cluster identification
  - Meetings at community level for identification of clusters(Clustering of bomas) (36);
  - Training of community facilitators (Initial and refresher) (24)
- Grouping clusters by commodity interest and identifying priority areas of support
  - Development of sorghum systems investment plans (84)
- Support to counties for field activities
  - County department of agriculture and fisheries (63 days);
  - Support to community mobilisation and cluster planning (128 days).

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

79. The associated AfDB parallel financing activities under this subcomponent include:

- j) Partnerships with service providers (NGOs & TVETs) established: methodology and lesson learning (workshop).
- k) State-level value chain analysis on Sorghum and sesame<sup>45</sup>
- l) Sorghum and sesame producer organizations formalized and business plans developed<sup>46</sup>
- m) Exchange visits of farmers and extension staff to best-functioning ABC<sup>47</sup>
- n) Standard operating procedures in place for Sorghum and sesame<sup>48</sup>
- o) Sorghum & sesame: food safety kits (moisture meter, hermetic bags...
- p) Sorghum & sesame: establishment of revolving loan fund (VSLA/SACCO)<sup>49</sup>
- q) Fish: setting up of revolving loan fund (VSLA/SACCO)
- r) Partnerships with financial institutes established to develop voucher scheme/matching grant/subsidized credit

**80. Subcomponent 1.2: Sustainable and Climate-Smart Nutrition-Sensitive Production Systems** – This subcomponent aims at supporting priorities elaborated within the CPs for the target rural producers involved in farming and fishing to improve productivity, production, and nutrition security. Focus will be on sorghum production system and fisheries.

81. For sorghum systems, the following are the key challenges: a) availability and access to quality seed; b) use of poor agricultural practices; c) lack of appropriate technologies for land preparation; d) poor extension services; and e) lack of real time climate and weather information.

82. Activities planned for the first year include:

- Strengthen quality community seed production<sup>50</sup>
  - Develop and print training manuals in seed production (1 each for sorghum, sesame, and groundnuts);
- Identification and training of seed producer groups (50% women and youth) in seed production
  - Train Early Generation Seed (EGS) producers (1 session);
  - Facilitation of trainees to attend (1 session);
  - Facilitation of the technical staff to attend (Travel technical) (1 session);
  - Facilitation of the ToT to attend (Travel ToT) (annual);
  - Travel Technical = 4 pax (annual);
  - ToTs train POs (POs to choose participants -50% women and 20% youth) in quality seed production (1 session);

---

<sup>45</sup>including: identification of buyers, input suppliers and financial service providers.

<sup>46</sup>All POs. Formalization includes bylaws following cooperative principles for good leadership, group management, conflict resolution and gender mainstreaming, record keeping.

<sup>47</sup>2 management people from each ABC (31 ABCs) and 8 extension staff over 2 visits.

<sup>48</sup>Including: mechanization, value addition/processing, collective marketing.

<sup>49</sup>first cohort of 16 ABCs, then follow-up cohort 1 + establishment of cohort 2, then follow up cohort 2.

<sup>50</sup>By facilitating the establishment of community seed banks, build capacity of stakeholders and form a network of community seed producers, especially women and youth as seed

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

- Facilitation ToTs (annual).
- Conduct on-farm evaluation and demonstration of climate smart<sup>51</sup>
  - Conduct participatory variety Trials (PVS) of new sorghum, groundnut and sesame varieties across locations
    - Source PVS kits from collaborating breeding institutions (Sorghum, groundnut and sesame)
- Establishing on-farm demonstrations using farmer and released varieties with recommended agronomic practices
  - Establish on-farm variety demonstrations across target agro-ecologies (135 demos);
  - Establish GAPs demonstrations - row planting, fertilizer rates, intercropping (135 demos);
  - Monitoring<sup>52</sup> (12 months);
  - Monitoring<sup>53</sup> (3 months);
  - Travel related costs (3 months);
- Organizing field days to showcase farmer varieties, new and released sorghum varieties and agronomic practices
  - Prepare promotional material (including mass media) (27);
  - Hold field days at various PVS/Demo sites (27 days);
  - Preparation/monitoring field days (27 days);
- Capacity building of extension staff and farmers in Good Agricultural Practices (GAPs), use of climate information and good nutrition practices
  - Developing training manuals on GAPs for extension staff
    - Develop training manuals on good agricultural practices for sorghum, groundnut and sesame 3 (1 each for sorghum, sesame, and groundnuts);
- Training extension staff (TOTs) and farmers in GAPs
  - Train Extension staff (TOTs) in Good agronomic practices for sorghum, groundnut, and sesame (1 training session);
  - Training Facilitation (Accommodation and others) (for 1 training session);
  - Travel Technical (4);
  - TOTs Train farmers/POs in Good agronomic practices for sorghum, groundnut and sesame (263);
- Training extension staff and farmers in understanding and utilizing climate information (both historical and current forecasts) in planning and managing farm operations
  - Train extension staff (TOTs) and Community leaders in utilization and delivery of climate information and E-extension (1 training session);

---

<sup>51</sup>Released and new sorghum, groundnut and sesame varieties with recommended agronomic.

<sup>52</sup>27 extension service providers.

<sup>53</sup>3 Scientists.

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

- Facilitation of Trainers (travel for 1 training session);
- Transport Facilitators (for 1 training session);

83. For fisheries, interventions under SADEP will aim to ensure the following: a) fisheries resources are produced and utilized sustainably; b) post-harvest losses are significantly reduced; c) fishing, fish handling and processing skills enhanced; d) improved access to fishing and post-harvest inputs and equipment; e) community infrastructure developed to improve fish quality; f) capacities of County governments and communities get developed to monitor and manage fisheries; and g) increased opportunities, incomes and nutritional benefits to the Project's target groups.

84. Activities planned for the first year include:

- Strengthened fisheries extension services with improved mobility
  - motor-cycles procured for extension workers (6 motorcycles; 3 each for Terekeka and Bor counties);
  - fibreglass boats equipped with outboard engines for extension services (2 boats; 1 each for Terekeka and Bor counties).

85. The associated AfDB parallel financing activities under this subcomponent include:

- m) Farmers skill on quality seed production improved<sup>54</sup>.
- n) Research support (rice and sorghum trials on variety and fertilizers effects)<sup>55</sup>.
- o) Develop Farmers Field School (FFS) curricula including CSA<sup>56</sup>.
- p) Extension staff acquire FFS facilitation skill<sup>57</sup>.
- q) Provide agricultural extension kits to Counties<sup>58</sup>.
- r) Develop training modules on Good Agricultural Practice (GAP)<sup>59</sup>.
- s) Develop training modules on Good Agricultural Practice (GAP)<sup>60</sup>.
- t) Solar radios for communities<sup>61</sup> /m
- u) Development of video-based e-extension platform
- v) Monthly incentive for rainfall monitoring
- w) Rainfall monitoring continuous training
- x) Operational and maintenance costs of rainfall gauges (regular maintenance, calibration, upgrades)

**86. Component 2: Enhanced Capacity for Postharvest Management and Handling** – Complementing Component 1, the objective of this component is to improve postharvest handling through a gender and youth lens by enhanced post-harvest management practices and technologies, business management and financial literacy skills. The component consists of two subcomponents.

**87. Subcomponent 2.1: Community-Led and Resilient Rural Infrastructure** – The subcomponent supports enabling infrastructure for the targeted value chains. It will invest

---

<sup>54</sup>includes manual/material preparation in first year and 3-days training on linking farmers with rice, sorghum and sesame seed dealers etc. across the 4 states

<sup>55</sup>continued support of BREFONS trials and trainings for Rice and Sorghum will be included as an additional crop to be tested mainly for drought tolerance

<sup>56</sup>includes two days workshops and two months consultancy to develop the training / background info for the facilitator on improved seeds, CSA, IPM, agronomy, soil and water mgt.

<sup>57</sup>public extension officers trained in training center for 3 weeks to facilitate FFS groups.

<sup>58</sup>bicycles, extension kits & motorcycles distributed to County Agricultural Departments (CAD) in target Counties

<sup>59</sup>4 training manuals (Crop, vegetable, tree nurseries and agro-forestry) produced and delivered 500 copies to extension workers.

<sup>60</sup>4 training manuals (Crop, vegetable, tree nurseries and agro-forestry) produced and delivered 500 copies to extension workers

<sup>61</sup>for ABCs, POs, payams chiefs, fish groups and AIRS Cooperative

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

in the selected value chains-related infrastructure identified as crucial for food and nutrition security. It will support interventions aimed at addressing infrastructure-related constraints faced by smallholder farmers/fishers, their organisations and other relevant actors operating within the targeted value chains.

88. To ensure ownership and sustainability, infrastructure gaps and the potential interventions will be identified in subcomponent 1.1 through the Community-Led Planning and Prioritization following a CDD approach. All identified infrastructure will be prioritised and implemented after feasibility assessments. When effectively implemented, planned interventions will contribute to: a) increased production, productivity, and availability of nutritious food; and b) reduced post-harvest losses and improved quality and value of sorghum-based and fish products.

89. For the Sorghum value chain, planned activities for the first AWPB will focus on:

- Development of an Irrigation system at the Palataka National basic seed centre
  - Feasibility Study and detailed design

90. For the fisheries, activities planned for the first year will focus on:

- Construction of Small scale and Climate Resilient Fish Landing Sites
  - Feasibility Study and detailed design (2; 1 each for Terekeka and Bor).

91. For community infrastructure, activities planned for the first year will focus on:

- Development of Multiple-Use Water Systems (MUS)
  - Prefeasibility Rapid Assessment (18);
  - Feasibility Study and detailed design (12).

92. The associated AfDB parallel financing activities under this subcomponent include:

- There are no AfDB parallel financing activities planned under this subcomponent for 2025.

93. **Subcomponent 2.2: Capacity Building and Inclusive Post-Harvest Technologies and Practices** – This subcomponent is allocated a total of USD 6.8 million (representing about 13% of the SADEP budget). It will provide a range of support to enhance the functioning of inclusive POs to improve post-harvest management for food and nutrition security informed by priorities identified in the community prioritization process. Particular attention will be given to women, youth and other vulnerable persons.

94. For the Sorghum value chain, planned activities for the first AWPB will focus on:

- Strengthen/establish producer organizations to increase membership and benefits from a critical mass of members including women and youth;
- Capacity building of POs in post-harvest handling, aggregation and storage
  - Developing and printing training manuals on post-harvest management (sorghum and associated crops)
    - Develop PHH manuals (sorghum, groundnut and sesame) (3);
- Training POs in post-harvest management (drying, threshing/shelling, storage-use of hermetic bags)
  - Train Extension staff (TOTs) in Post-Harvest Handling (1 session);
  - Travel costs for TOTs (for 1 trip);

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

- Travel Technical (for 1 trip);
- Train POs (by TOTs) in PHH (1 training session)
- Supporting access to post – harvest equipment (threshers and shellers) and train on use
  - Source threshers and groundnut shellers (1 each per Payam @USD 500 ) for training (54);
  - Support access to threshers and shellers by POs (Youth as start pack/shared cost) (264 kits);

95. For the fisheries, activities planned for the first year will focus on:

- There are no fisheries-related activities planned under this subcomponent for the first AWPB.

96. **Access to Finance** – Most of the population, particularly in rural regions, still lacks access to banking services and is financially marginalized. Limited infrastructure, such as poor road networks, coupled with localized conflicts, has resulted in the concentration of financial institutions in major urban centres, leaving the impoverished and vulnerable populations underserved. Even in areas where domestic banks operate, they struggle with insufficient capitalization and an increase in non-performing loans, largely due to long-standing issues of inflation and currency devaluation. The business orientation of the Village Savings and Loan Associations (VSLAs) is quite limited and this negatively affects their bankability. In addition, the VSLAs have limited access to rural financial services and this constrains their ability to expand livelihood and productive economic activities. Planned activities for SADEP's first year include:

- VSLA Starter Kits (Group Secure Savings/Money Box, Group Financial Record Books, Ledgers/Booklets and Passbooks, etc.) (50 kits).

97. The associated AfDB parallel financing activities under this subcomponent include:

- There are no AfDB parallel financing activities planned under this subcomponent for 2025.

98. **Component 3: Institutional and Policy Strengthening, Project Coordination and Management** – It is a cross-cutting component servicing the technical components and facilitating pathways for the effective and efficient implementation of SADEP interventions. It comprises two subcomponents.

99. **Subcomponent 3.1: Institutional Strengthening and Policy Support** – The subcomponent will have a dual focus: institutional strengthening and policy support.

100. *Institutional Strengthening* – This intervention will seek to augment the capacity of the institutions at the national, state and county levels that will be responsible for overseeing and/or implementing SADEP activities. Selection of the specific activities will be guided by the Capacities and Systems Needs Assessment that was done under the SSLRP that identified the existing capacity gaps at the national, state and county levels. The activities planned for the first AWPB under this intervention include:

- Capacity building activities
  - Capacity Strengthening of Government staff @ National, State and County Levels in Social Inclusion Aspects (2 workshops);



**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

- Internet Connectivity<sup>62</sup>

101. *Policy Support* – This intervention aims at ensuring that there is a supportive policy environment during and after implementation. While there is ample need for supporting government to formulate/revise/update different policies/strategies/acts/regulations to improve the regulatory function, SADEP will limit its focus on a small number of policy areas to ensure that those areas get adequately supported during Project implementation. The following areas were identified in liaison with government: a) support community participation in validation of Fisheries and Aquaculture Legal Framework (Bill); b) completion of pending draft seed policies/laws together with the provision of support to improve enforcement of seed inspection and certification regulations and seed import laws; and c) review and alignment of climate change adaptation-related national policies to improve cross-sector climate change adaptation policy coherence, including the integration of the role of the private sector. Activities planned under the policy arena for the first year include:

- There are no policy-related activities planned under this subcomponent for the first AWPB.

102. **Subcomponent 3.2: Project Coordination and Management** – It seeks to provide SADEP with efficient and effective coordination, including planning and implementation, financial management and control, procurement support, monitoring, evaluation and knowledge management, and progress reporting. It will also ensure liaison and linkages with all other projects/programmes being implemented in South Sudan that seek to address similar constraints. The following activities are planned:

- Establishment of Project Coordination Unit
  - Desktop Computers (13)<sup>63</sup>;
  - Printers (9)<sup>64</sup>
  - Accounting software<sup>65</sup>;
  - Office furniture (13)<sup>66</sup>.
- Double Cabin Vehicle;
- Knowledge management and communication
  - Development of a Knowledge Management and Communication Strategy (1 strategy);
  - Development of a Programme Knowledge Management Portal;
  - Maintenance of the Knowledge Management Portal;
  - Sensitisation and awareness campaigns (1 workshop);
  - Production and Printing of Knowledge Products and Communications materials;
  - Organise Exchange and learning visits (1 visit);
  - Participation in programme Quarterly implementation Review workshops & SSTC (1 workshop);
- Monitoring and Evaluation

---

<sup>62</sup>An annual average of USD 5,000 is assumed for each office (3 State Offices and 4 County Offices). This will be needed to support the Web-based M&E System.

<sup>63</sup>13 Desktops with software and antivirus; 6 of the computers are for the 6 PCU staff and 7 are for the 7 focal persons (3 State + 4 County focal persons).

<sup>64</sup>2 for the PCU and 1 each for the 7 Focal Persons.

<sup>65</sup>Should include the software itself, annual license and technical assistance.

<sup>66</sup>1 set for each Officer. Set consists of a desk, chair, lamp and a file cabinet.

## **South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1**

- TA for M&E during implementation
- Development of M&E plan and data collection and reporting tools
- Provision of solar powered radios for use in field data collection by Payam Extension officers (27);
- Development of project MIS including related infrastructure, accessories and training of staff
- Maintenance of the MIS and servers
- COI Surveys (Baseline)
- Development and Implementation of the Resilience Design Monitoring Tool (RDMT) including training to staff
- Periodic Monitoring and Supervision and field data collection
- Community level participatory planning workshops
- Top-ups for GoSS Staff Seconded to the PCU
  - Project Coordinator
  - Monitoring, Evaluation and Knowledge Management Officer
  - Financial Management Officer
  - Procurement Management Officer
  - Project Assistant
  - Driver
  - State Focal Persons (3)
  - County Focal Persons (4)
- Salary
  - Fisheries Specialist
- Operational Costs
  - Vehicle O&M
  - Internet Connectivity
  - General operating expenses for PCU
  - Field per diem
- Third-Party Implementing Partners
  - Computers, printers and UPS'
  - Office Furnishings
  - Vehicles (2)
  - Motorcycles (2)
  - Planning & Training Workshops (Central)
  - Baseline
  - Personnel
    - Project Director
    - Finance and Admin Manager
    - Accountant
    - Accounts Clerk
    - Supervisors
    - Drivers
    - Cumulative Field Officers
    - Village (Payam) Agents Recruited (Part-time)
  - Operation and maintenance
    - Vehicle Operation Costs
    - Motor-cycle Operation Costs
  - Office Operating Costs
    - Office Stationery

## **South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1**

- Office Rent
- Water and Electricity
- Communications

103. The associated AfDB parallel financing activities under this subcomponent include:

- r) Socio-economic and biophysical baseline study
- s) Development and updating of the M&E manual
- t) Design and maintenance of the database and the M&E software and database management<sup>67</sup>.
- u) GIS Software License Purchase & GIS Training
- v) Purchase of tablets for data collection<sup>68</sup>
- w) Field Monitoring Mission /c<sup>69</sup>
- x) National-level AWPB validation meetings
- y) Capacity building and M&E training and use of software and tablets
- z) Development of a knowledge management plan and a Project communication strategy
- aa) Development of sustainability strategy
- bb) Occasional thematic studies
- cc) Production, multiplication and dissemination of communication and visibility tools/articles (including infographics, prospectuses and UGP occupancy plan)
- dd) Design and update of the website, Facebook page, etc.
- ee) Publication of press articles in newspapers and on various platforms
- ff) Broadcast of reports and broadcasts on TV and radio
- gg) M&E specialist/safeguards
- hh) M&E officer - cost shared

## **V. BUDGET ESTIMATES AND FINANCING ARRANGEMENTS**

### **5.1 Summary Budget and Funding**

104. Presented in this section are summary tables giving an overall picture of financial resources required for the SADEP 2025 AWPB. The budget information is presented by component, financier and categories of expenditure. The total budget for SADEP's 2025 AWPB is about US\$ 4.32 million. A total of about US\$ 2.06 million (or 48% of the budget) is allocated to Component 1; about US\$ 0.64 million (or 15% of the budget) is allocated to Component 2; and about US\$ 1.62 million (or 38% of the budget) is allocated to Component 3. About 73% of the budget will be financed by the IFAD-12; 26% by AfDB under the parallel co-financing arrangement and the remaining 1% will be from the Government of South Sudan. The following tables present the SADEP AWPB costs by component, category and financier.

**Table 3: First Year Annual Work Plan and Budget and Financing by Component (US\$ million)**

---

<sup>67</sup>Kobo Tool Box is free for up to 5 GB and 10,000 data submissions per month.

<sup>68</sup>5 tablets per state for PIU technical experts and M&E officer/assistant.

<sup>69</sup>Follow-up mission including PIU participation at state-level, 2 times per year in each state (4 states targeted)

## South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1

South Sudan  
Sustainable Agricultural Development Project (SADEP) - First Year Workplan  
Components by Financiers  
(US\$ '000)

	IFAD 12		AfDB Parallel		GoSS		Total	
	Amount	%	Amount	%	Amount	%	Amount	%
<b>A. Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food.</b>								
Community-Led Planning and Prioritization	620	60	402	39	14	1	1,036	24
Sustainable and Climate-Smart Nutrition-Sensitive Production Systems	630	62	389	38	5	1	1,024	24
<b>Subtotal</b>	1,250	61	790	38	19	1	2,059	48
<b>B. Enhanced Community Infrastructure and Post-Harvest Management capacity</b>								
Community-Led and Resilient Rural Infrastructure	187	100	-	-	-	-	187	4
Capacity Building and Inclusive Post-Harvest Technologies and Practices	431	94	-	-	26	6	457	11
<b>Subtotal</b>	618	96	-	-	26	4	644	15
<b>C. Institutional and Policy Strengthening, Project Coordination and Management</b>								
Institutional Strengthening and Policy Support	42	100	-	-	-	-	42	1
Project Coordination and Management	1,233	78	333	21	12	1	1,577	37
<b>Subtotal</b>	1,275	79	333	21	12	1	1,619	38
<b>D. RED</b>	-	-	-	-	-	-	-	-
<b>Total PROJECT COSTS</b>	3,143	73	1,123	26	56	1	4,323	100

**Table 4: First Year Annual Work Plan and Budget and Financing by Category (US\$ million)**

South Sudan  
Sustainable Agricultural Development Project (SADEP) - First Year Workplan  
Expenditure Accounts by Financiers  
(US\$ '000)

	IFAD 12		AfDB Parallel		GoSS		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%			
<b>I. Investment Costs</b>											
A. Civil Works	-	-	-	-	-	-	-	-	-	-	-
B. Consultancies	986	82	206	17	14	1	1,206	28	100	1,106	-
C. Equipment and Materials	486	92	-	-	40	8	526	12	49	437	40
D. Goods, Services and Inputs	370	32	790	68	2	0	1,162	27	37	1,123	2
E. Training and Workshops	863	100	-	-	0	-	863	20	86	777	-
<b>Total Investment Costs</b>	2,705	72	996	27	56	2	3,757	87	272	3,443	42
<b>II. Recurrent Costs</b>											
A. Operation and Maintenance	62	100	-	-	0	-	62	1	6	56	-
B. Salaries and Allowances	377	75	127	25	0	-	504	12	38	466	-
<b>Total Recurrent Costs</b>	439	78	127	23	0	-	566	13	44	522	-
<b>Total PROJECT COSTS</b>	3,143	73	1,123	26	56	1	4,323	100	316	3,965	42

### 5.2 Detailed Budget by Component

105. Presented in this section are the detailed cost tables giving an overall picture of financial resources required for the 2025 AWPB and corresponding activities on which funds will be utilised.

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

**SADEP 2025 AWPB Detailed Budget by Component and Subcomponents**

**Component 1: Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food**

**Subcomponent 1.1: Community-Led Planning and Prioritization**

South Sudan  
Sustainable Agricultural Development Project (SADEP) - First Year Workplan  
Table 1.1. Community-Led Planning and Prioritization  
Detailed Costs  
(US\$)

Unit	Quantities					Unit Cost	Totals Including Contingencies					
	Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total	
<b>I. Investment Costs</b>												
<b>A. Capacity Building of community organisations, cluster identification and and planning</b>												
<b>1. Community Mobilisation</b>												
Workshops with stakeholders at state level	Workshop	1	1	1	-	3	1,500	2	2	2	-	5
Workshops workshops/ consultations at county level and payam	Workshop	3	3	3	3	12	4,500	14	14	15	15	58
<b>Subtotal</b>								16	16	16	15	63
<b>2. Cluster identification</b>												
Meetings at community level for identification of clusters(Clusteringof bomas)	Meeting	18	18	-	-	36	3,000	57	58	-	-	115
Training of community facilitators (Initial and refresher)	Training	12	12	-	-	24	2,000	25	26	-	-	51
<b>Subtotal</b>								83	84	-	-	166
<b>3. Grouping clusters by commodity interest and and identifying priority areas of support.</b>												
Development of sorghum systems investment plans.	Plan	42	42	-	-	84	3,000	134	135	-	-	269
<b>4. Support by counties to field activities</b>												
County department of agriculture and fisheries	No. of days	63	-	-	-	63	750	50	-	-	-	50
Support to community mobilisation and cluster planning	No. of days	64	64	-	-	128	650	44	45	-	-	89
<b>Subtotal</b>								94	45	-	-	139
<b>Total</b>								327	279	16	15	637

South Sudan  
Sustainable Agricultural Development Project (SADEP) - First Year Workplan  
Table 1.11. Community-Led Planning and Prioritization - AFDB  
Detailed Costs  
(US\$)

Unit	Quantities					Unit Cost	Totals Including Contingencies					
	Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total	
<b>I. Investment Costs</b>												
<b>A. Establish and operationalize producer organizations and enterprises</b>												
Partnerships with service providers (NGOs & TVETs) established: methodology and lesson learning	workshop	0.964	-	-	-	0.964	23,000	22	-	-	-	22
State-level value chain analysis on Sorghum and sesame /a	study	3.856	-	-	-	3.856	9,300	36	-	-	-	36
Sorghum and sesame producer organizations formalized and business plans developed /b	ABC	30.848	-	-	-	30.848	9,300	287	-	-	-	287
<b>Subtotal</b>								345	-	-	-	345
<b>B. Develop co-financing modalities to leverage private rural investments</b>												
Partnerships with financial institutes established to develop voucher scheme/matching grant/subsidizec	study	3.051	-	-	-	3.051	18,600	57	-	-	-	57
<b>Total</b>								402	-	-	-	402

<sup>a</sup> including: identification of buyers, input suppliers and financial service providers.  
<sup>b</sup> All POs. Formalization includes bylaws following cooperative principles for good leadership, group management, conflict resolution and gender mainstreaming, record keeping and registration and opening bank account (Torit and Magwi are considered as o

**Subcomponent 1.2: Sustainable and Climate-Smart Nutrition-Sensitive Production Systems**

## South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1

South Sudan

Sustainable Agricultural Development Project (SADEP) - First Year Workplan

Table 1.2. Sustainable and Climate-Smart Nutrition-Sensitive Production Systems

**Detailed Costs**

(US\$)

	Unit	Quantities					Unit Cost	Totals Including Contingency				
		Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total
<b>I. Investment Costs</b>												
<b>A. 1.2.1: Strengthen quality community seed production, /a</b>												
<b>1. 1.2.1.1. Develop training manuals</b>												
Develop and print training manuals in seed production USD 36000 - sorghum, sesame , groundnut	Manuals	3	-	-	-	3	12,000	38	-	-	-	38
<b>2. 1.2.1.2. Identification and training of seed producer groups (50% women and youth) in :</b>												
Train EGS producers (25 pax 200 x 6 days x 4 times in 7 years) = USD 120000	Training	1	-	-	-	1	30,000	32	-	-	-	32
Facilitation to attend = 25 pax x USD200 = usd 5000 x 4 =20000	Training	1	-	-	-	1	5,000	5	-	-	-	5
Travel technical = 2 pax x 2000 x 4 = USD 16000	Training	1	-	-	-	1	4,000	4	-	-	-	4
	Training	1	-	-	-	1	28,000	30	-	-	-	30
Facilitation TOTs Travel = 35 pax x USD200 x 4 = usd 28000	Per Year	1	-	-	-	1	7,000	7	-	-	-	7
Travel Technical = 4 pax USD 1500 x 4 = 24000	Per Year	1	-	-	-	1	6,000	6	-	-	-	6
TOTs train POs (POs to choose participants -50% women and 20% youth) in quality seed produ	Training	1	-	-	-	1	12,000	13	-	-	-	13
Facilitation TOTs = 27 x USD 100 x 3 days x 4 times = 32400	Per Year	1	-	-	-	1	8,100	9	-	-	-	9
<b>Subtotal</b>								106	-	-	-	106
<b>Subtotal</b>								145	-	-	-	145
<b>B. 1.2.2: Conduct on-farm evaluation and demonstration of climate smart /b</b>												
<b>1. 1.2.2.1: Conduct participatory variety Trials (PVS) of new sorghum, groundnut and ses:</b>												
Source PVS kits from collaborating breeding institutions (Sorghum, groundnut and sesame)	Kit	1	-	-	-	1	10,000	12	-	-	-	12
<b>2. 1.2.2.2: Establishing on-farm demonstrations using farmer and released varieties with</b>												
Establish onfarm variety demonstrations across target agro-ecologies	Demo	135	-	-	-	135	200	29	-	-	-	29
Establish GAPs demonstrations - row planting, fertilizer rates, intercropping	Demo	135	-	-	-	135	300	43	-	-	-	43
Monitoring = 27 extension service providers	Per Month	12	-	-	-	12	2,700	34	-	-	-	34
Monitoring = 3 Scientist	Per Month	3	-	-	-	3	6,000	19	-	-	-	19
Travel related costs	Per Month	3	-	-	-	3	1,000	3	-	-	-	3
<b>Subtotal</b>								128	-	-	-	128
<b>3. 1.2.2.3: Organizing field days to showcase farmer varieties, new and released sorghum</b>												
Prepare promotional material (including mass media)	Per Year	27	-	-	-	27	1,000	29	-	-	-	29
Hold field days at various PVS/Demo sites	No. of days	27	-	-	-	27	1,200	34	-	-	-	34
Monitoring - prepare field days	No. of days	27	-	-	-	27	100	3	-	-	-	3
<b>Subtotal</b>								66	-	-	-	66
<b>Subtotal</b>								206	-	-	-	206
<b>C. 1.2.4: Capacity building of extension staff and farmers in Good Agricultural Practices (</b>												
<b>1. 1.2.4.1: Developing training manuals on GAPs for extension staff</b>												
Develop training manuals on good agricultural practices for sorghum, groundnut and sesame	Number	3	-	-	-	3	12,000	38	-	-	-	38
<b>2. 1.2.4.2: Training extension staff (TOTs) and farmers in GAPs</b>												
Train Extension staff (TOTs) in Good agronomic practices for sorghum, groundnut, and sesame	Training	1	-	-	-	1	35,000	37	-	-	-	37
Training Facilitation (Accommodation and others)	Number	1	-	-	-	1	7,000	7	-	-	-	7
Travel Technical	Facilitation	4	-	-	-	4	1,500	6	-	-	-	6
TOTs Train farmers/POs in Good agronomic practices for sorghum, groundnut and sesame	Training	263	-	-	-	263	300	84	-	-	-	84
<b>Subtotal</b>								135	-	-	-	135
<b>3. 1.2.4.3: Training extension staff and farmers in understanding and utilizing climate info</b>												
Train extension staff (TOTs) and Community leaders in utilization and delivery of climate informa	Training	1	-	-	-	1	49,600	53	-	-	-	53
Travel as TOTs	Per travel	1	-	-	-	1	7,000	7	-	-	-	7
Facilitation of Trainers	Per travel	1	-	-	-	1	5,200	6	-	-	-	6
Transport Facilitators	Per travel	1	-	-	-	1	1,000	1	-	-	-	1
<b>Subtotal</b>								67	-	-	-	67
<b>Subtotal</b>								240	-	-	-	240
<b>D. 1.2.7: Strengthened extension services with improved mobility</b>												
6 motor-cycles procured for extension workers	No.	6	-	-	-	6	4,000	28	-	-	-	28
2 fibreglass boats equipped with outboard engines for extension services	Number	2	-	-	-	2	7,000	16	-	-	-	16
<b>Subtotal</b>								44	-	-	-	44
<b>Total</b>								635	-	-	-	635

/a by facilitating the establishment of community seed banks, build capacity of stakeholders and form a network of community seed producers, especially women and youth as seed business entrepreneurs;

/b released and new sorghum, groundnut and sesame varieties with recommended agronomic

## South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1

South Sudan

Sustainable Agricultural Development Project (SADEP) - First Year Workplan

Table 1.22. Sustainable and Climate-Smart Nutrition-Sensitive Production Systems - AfDB

**Detailed Costs**

(US\$)

	Unit	Quantities					Unit Cost	Totals Including Contingency				
		Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total
<b>I. Investment Costs</b>												
<b>A. Strengthen decentralized seed systems /a</b>												
Farmers skill on quality seed production improved /b	farmer	780.8	-	-	-	780.8	90	70	-	-	-	70
Research support (rice and sorghum trials on variety and fertilizers effects) /c	lump sum	0.976	-	-	-	0.976	20,000	20	-	-	-	20
<b>Subtotal</b>								90	-	-	-	90
<b>B. Promote Good Agriculture Practices</b>												
Develop Farmers Field School (FFS) curricula including CSA /d	lump sum	0.976	-	-	-	0.976	45,000	44	-	-	-	44
Extension staff acquire FFS facilitation skill /e	facilitator	19.52	-	-	-	19.52	2,400	47	-	-	-	47
Provide agricultural extension kits to Counties /f	kit	8.784	-	-	-	8.784	3,200	28	-	-	-	28
Develop training modules on Good Agricultural Practice (GAP) /g	Manual	3.904	-	-	-	3.904	8,000	31	-	-	-	31
Develop training modules on Good Agricultural Practice (GAP) /h	Manual	3.904	-	-	-	3.904	8,000	31	-	-	-	31
<b>Subtotal</b>								181	-	-	-	181
<b>C. Strengthening and expanding farmer e-registry and e-extension provisions</b>												
Solar radios for communities /i	radio	263.176	-	-	-	263.176	50	13	-	-	-	13
Development of video based e-extension platform	lump sum	0.982	-	-	-	0.982	90,000	88	-	-	-	88
<b>Subtotal</b>								102	-	-	-	102
<b>D. Investing in access to climate advisory services</b>												
Monthly incentive for rainfall monitoring	month	11.784	-	-	-	11.784	893	11	-	-	-	11
Rainfall monitoring continuous training	session	0.982	-	-	-	0.982	2,700	3	-	-	-	3
Operational and maintenance costs of rainfall gauges (regular maintenance, calibration, upgrade	lump sum	11.784	-	-	-	11.784	250	3	-	-	-	3
<b>Subtotal</b>								16	-	-	-	16
<b>Total</b>								389	-	-	-	389

<sup>a</sup> includes manual/material preparation in first year and 3-days training on linking farmers with rice, sorghum and sesame seed dealers etc. across the 4 states

<sup>b</sup> includes manual/material preparation in first year and 3-days training on linking farmers with rice, sorghum and sesame seed dealers etc. across the 4 states

<sup>c</sup> continued support of BREFONS trials and trainings for Rice and Sorghum will be included as an additional crop to be tested mainly for drought tolerance

<sup>d</sup> includes two days workshops and two months consultancy to develop the training / background info for the facilitator on improved seeds, CSA, IPM, agronomy, soil and water mgt., agro-business, post

<sup>e</sup> public extension officers trained in training center for 3 weeks to facilitate FFS groups

<sup>f</sup> bicycles, extension kits & motorcycles distributed to County Agricultural Departments (CAD) in target Counties;

<sup>g</sup> 4 training manuals (Crop, vegetable, tree nurseries and agro-forestry) produced and delivered 500 copies to extension workers

<sup>h</sup> 4 training manuals (Crop, vegetable, tree nurseries and agro-forestry) produced and delivered 500 copies to extension workers

<sup>i</sup> for ABCs, POs, payams chiefs, fish groups and AIRS Cooperative

## Component 2: Enhanced Community Infrastructure and Postharvest Management Capacity

### Subcomponent 2.1: Community-Led and Resilient Rural Infrastructure

## South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1

South Sudan  
Sustainable Agricultural Development Project (SADEP) - First Year Workplan  
Table 2.1. Community-Led and Resilient Rural Infrastructure  
**Detailed Costs**  
(US\$)

	Unit	Quantities					Unit Cost	Totals Including Contingency				
		Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total
<b>I. Investment Costs</b>												
<b>A. Construction of Small scale and Climate Resilient Fish Landing Sites</b>												
Feasibility Study and detailed design	Unit	-	1	1	-	2	50,000	-	52	53	-	105
<b>B. Development of an Irrigation system at the Palataka National basic seed center</b>												
Feasibility Study and detailed design	Lumpsum	1	-	-	-	1	20,000	21	-	-	-	21
<b>C. Development of Multiple-Use Water Systems (MUS)</b>												
Prefeasibility Rapid Assessment	Unit	4.5	4.5	4.5	4.5	18	1,000	5	5	5	5	19
Feasibility Study and detailed design	Unit	3	3	3	3	12	3,500	11	11	11	11	44
<b>Subtotal</b>								<u>16</u>	<u>16</u>	<u>16</u>	<u>16</u>	<u>63</u>
<b>Total</b>								<u>36</u>	<u>68</u>	<u>68</u>	<u>16</u>	<u>189</u>

### **Subcomponent 2.2: Capacity Building and Inclusive Post-Harvest Technologies and Practices**

South Sudan  
Sustainable Agricultural Development Project (SADEP) - First Year Workplan  
Table 2.2. Capacity Building and Inclusive Post-Harvest Technologies and Practices  
**Detailed Costs**  
(US\$)

	Unit	Quantities					Unit Cost	Totals Including Contingency				
		Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total
<b>I. Investment Costs</b>												
<b>A. 2.2.2: Capacity building of POs in post-harvest handling, aggregation and storage</b>												
<b>1. 2.2.2.1: Developing and printing training manuals on post-harvest management (sorghum and groundnut and sesame)</b>												
Develop PHH manuals (sorghum, groundnut and sesame)	No. of manuals	3	-	-	-	3	12,000	38	-	-	-	38
<b>2. 2.2.2.2: Training POs in post-harvest management (drying, threshing/shelling, storage-use of her Extension staff (TOTs) in Post Harvest Handling</b>												
Train Extension staff (TOTs) in Post Harvest Handling	Training	1	-	-	-	1	35,000	37	-	-	-	37
Travel costs for TOTs	Trip	1	-	-	-	1	7,000	7	-	-	-	7
Travel Technical	Trip	1	-	-	-	1	6,000	6	-	-	-	6
Train POs (by TOTs) in PHH	Training	1	-	-	-	1	78,900	84	-	-	-	84
<b>Subtotal</b>								<u>135</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>135</u>
<b>3. 2.2.2.3: Supporting access to post – harvest equipment (threshers and shellers) and train on use</b>												
Source threshers and groundnut shellers (1 each per Payam @USD 500 ) for training	Number	54	-	-	-	54	750	47	-	-	-	47
Support access to threshers and shellers by POs (Youth as start pack/shared cost)	Kit	264	-	-	-	264	750	231	-	-	-	231
<b>Subtotal</b>								<u>279</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>279</u>
<b>Subtotal</b>								<u>452</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>452</u>
<b>B. 2.2.8: Thirdparty Implementation Agency/Oversight &amp; Monitoring</b>												
VSLA Starter Kits (Group Secure Savings/Money Box, Group Financial Record Books, Ledgers/Booklets )	Kit	50	-	-	-	50	100	6	-	-	-	6
<b>Total</b>								<u>457</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>457</u>

### **Component 3: Institutional and Policy Strengthening, Project Coordination and Management**

#### **Subcomponent 3.1: Institutional Strengthening and Policy Support**



## South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1

South Sudan

**Sustainable Agricultural Development Project (SADEP) - First Year Workplan**

Table 3.1. Institutional Strengthening and Policy Support

**Detailed Costs**

(US\$)

	Unit	Quantities					Unit Cost	Totals Including Contingencies				
		Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total
<b>I. Investment Costs</b>												
<b>A. Capacity building activities</b>												
Capacity Strengthening of Government staff @ National, State and County Levels in Social Inclusion	Workshops	-	1	1	-	2	2,500	-	3	3	-	5
<b>Total Investment Costs</b>								-	3	3	-	5
<b>II. Recurrent Costs</b>												
<b>A. Operating Costs</b>												
Internet Connectivity /a	Per Year	1.75	1.75	1.75	1.75	7	5,000	9	9	9	10	38
<b>Total</b>								9	12	12	10	43

/a An annual average of USD 5,000 is assumed for each office (3 State Offices and 4 County Offices). This will be needed to support the Web-based M&E System.

### **Subcomponent 3.2: Project Coordination and Management**



## South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1

South Sudan  
Sustainable Agricultural Development Project (SADEP) - First Year Workplan  
Table 3.22. Project Coordination and Management - AFDB  
**Detailed Costs**  
(US\$)

Unit	Quantities					Unit Cost	Totals Including Contingencie					
	Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total	
<b>I. Investment Costs</b>												
<b>A. Monitoring and Evaluation - Studies and evaluation missions</b>												
Socio-economic and biophysical baseline study	study	1	-	-	-	1	28,000	28	-	-	-	28
<b>B. Follow-up, technical assistance and support in ME</b>												
Development and updating of the M&E manual	consultancy	1	-	-	-	1	2,500	3	-	-	-	3
Design and maintenance of the database and the M&E software and database management /a	consultancy	0.994	-	-	-	0.994	2,000	2	-	-	-	2
GIS Software License Purchase & GIS Training	training	0.994	-	-	-	0.994	50,000	50	-	-	-	50
Purchase of tablets for data collection /b	tablet	24.85	-	-	-	24.85	60	1	-	-	-	1
Field Monitoring Mission /c	mission	2	2	2	2	8	1,000	2	2	2	2	8
National-level AWPB validation meetings	workshop	1	-	-	-	1	4,500	5	-	-	-	5
Capacity building and M&E training and use of software and tablets	workshop	1	-	-	-	1	9,300	9	-	-	-	9
<b>Subtotal</b>								<u>71</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>77</u>
<b>C. Knowledge management and communication</b>												
Development of a knowledge management plan and a Project communication strategy	consultancy	-	1	-	-	1	28,000	-	28	-	-	28
Development of sustainability strategy	consultancy	0.994	-	-	-	0.994	14,000	14	-	-	-	14
Occasional thematic studies	study	0.994	-	-	-	0.994	14,000	14	-	-	-	14
Production, multiplication and dissemination of communication and visibility tools/articles (includin	lump sum	0.994	-	-	-	0.994	30,000	30	-	-	-	30
Design and update of the website, Facebook page, etc.	consultancy	0.994	-	-	-	0.994	4,500	4	-	-	-	4
Publication of press articles in newspapers and on various platforms	lump sum	0.994	-	-	-	0.994	4,000	4	-	-	-	4
Broadcast of reports and broadcasts on TV and radio	lump sum	0.994	-	-	-	0.994	6,000	6	-	-	-	6
<b>Subtotal</b>								<u>72</u>	<u>28</u>	<u>-</u>	<u>-</u>	<u>100</u>
<b>Total Investment Costs</b>								<u>172</u>	<u>30</u>	<u>2</u>	<u>2</u>	<u>206</u>
<b>II. Recurrent Costs</b>												
<b>A. National Program Management Unit (third party implementing entity)</b>												
M&E specialist/safeguards	month	-	-	3	3	6	14,378	-	-	43	43	86
B. Communication and knowledge management (NPP)	month	-	-	3	3	6	4,528	-	-	14	14	27
<b>C. SPCU</b>												
M&E officer - cost shared	month	-	-	3	3	6	2,264	-	-	7	7	14
<b>Total Recurrent Costs</b>								<u>-</u>	<u>-</u>	<u>64</u>	<u>64</u>	<u>127</u>
<b>Total</b>								<u>172</u>	<u>30</u>	<u>66</u>	<u>66</u>	<u>333</u>

<sup>a</sup> KoboToolBox is free for up to 5 GB and 10,000 data submissions per month

<sup>b</sup> 5 tablets per state for PIU technical experts and M&E officer/assistant

<sup>c</sup> Follow-up mission including PIU participation at state-level, 2 times per year in each state (4 states targeted)

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

**VI. IMPLEMENTATION ARRANGEMENT**

**6.1 Overall coordination and Link to the Review and Approval Process**

106. Project Year 2025, being SADEP's inaugural implementation period, many of the Project's activities during the first few months will mainly be preparatory in nature. The implementing entities will work to put processes, procedures and structures in place for SADEP's effective implementation during the rest of the Project life. It is expected that after the inaugural implementation period, the rate of activity implementation will pick up fast.

107. As the implementing entities coordinate the different SADEP activities, due regard will be given to the time needed for the different institutions (IFAD and GoSS, and other co-financiers) to review and approve the different aspects of Project implementation. This will be important to avoid implementation delays. This will be particularly important for the procurement function. The implementing entities will have to ensure that proper procedures with regard to prior review are adhered to. The time needed to accommodate the review and approval of the different procurements is incorporated in the Procurement Plan. The PIM also provides guidance on all aspects of Project implementation. The implementing entities will have to coordinate with the respective county administrations during the process of activity implementation; this should include planning, implementation, management, reporting, monitoring and evaluation.

108. In order to implement Project activities effectively, areas which lack capacity will be addressed by providing the relevant capacity that is specific to the identified capacity gaps. Capacity building is the responsibility of one of SADEP's subcomponents. Accordingly, capacity building programmes have been allowed for in the AWPB.

**6.2 Progress Reporting**

109. The implementing entities will aim at providing informative progress reports; this is a formal requirement stipulated in the Financing Agreement. The six-monthly and annual reports will be prepared and submitted to IFAD, the GoSS and all collaborating institutions. The SPCU will produce a consolidated report for all SADEP activities. The consolidated implementation progress report will be submitted to the oversight body (NAC/NTC) for review, comment and endorsement. The SPCU would address any comments emanating from the oversight body before submitting the reports to IFAD. Efforts will be made to ensure a timely submission of the reports to IFAD. The progress reports will provide:

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

110. In the process of producing progress reports, the implementing entities will reflect on outputs, evaluate performance, and identify weaknesses that can be improved and successes that can be up-scaled. It is hoped that this process would lead to better plans and implementation in the future.

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

**6.3 Monitoring and Evaluation & Knowledge Management**

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

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

113. During the course of 2025, a baseline survey will be conducted to provide information about verifiable indicators as a benchmark for assessing impact of SADEP interventions in line with the Project's goal, objectives and activities as contained in the logical framework. Such benchmarks will be developed as a reference point when organising repeat surveys and or when conducting the Project Mid-Term Review and end-of-Project evaluation.

114. It is planned that supervision/monitoring exercises will be jointly undertaken by IFAD and the GoSS at least once every year.

115. With regard to Knowledge Management (KM), the focus of this first year AWPB will be on the preparation of SADEP's KM action plan whose objectives would be to: a) identify knowledge gaps and prioritization of knowledge products to be developed; b) systematically document methods to ease the up-scaling of best practices in Kenya or repackaging of innovative approaches developed elsewhere; c) disseminate knowledge using various communication tools. The dissemination will serve as an avenue for sharing relevant information among implementing partners and other stakeholders.

**6.4 Procurement, Disbursements, Accounts and Finance Management**

116. Financial management will involve budgeting, receipt of funds, procurement, making of payments, justification, generating withdrawal applications and reporting on all Programme activities implemented. The PCMU will establish a sound financial management system for the Programme, consistent with the requirements of IFAD Guidelines on Financial Management covering the financial management cycle from Programme start-up to

## **South Sudan: Sustainable Agricultural Development Project (SADEP) Consolidated Annual Work Plan and Budget for Year 1**

financing closing, including budgeting, accounting and financial reporting; establishing internal controls with internal audit arrangements; funds flow management including disbursements; and statutory audit throughout the Programme cycle.

117. The authority to incur expenditure is the approval of the AWPB with expenditure incurred outside the approved AWPB declared ineligible for financing from the Programme funds.

118. Regarding procurement, each contract to be financed by proceeds of IFAD's investment will be included in the SADEP Procurement Plan (PP) prepared by the implementing entities<sup>70</sup>, certified by the NAC and receiving No Objection from IFAD. The implementing entities' procurement units will be in charge of, inter alia, procurement planning, handling of the bidding process, conducting bid openings and evaluations of bids, and contract monitoring. A Procurement Committee will be established at the SPCU and would be expected to review and certify the following documents or actions: procurement plan, draft advertisements and bidding documents, evaluation reports and contract award recommendations, rejection of bids, contracts or contract amendments above pre-defined thresholds.

119. It should be noted that this being the inaugural year of SADEP implementation, the Procurement Plan was prepared by a consultant. In the subsequent years, the Procurement Plans will be prepared from a consolidated list of goods and services for the different cost centres.

### **VII. EXPECTED BENEFITS AND BENEFICIARIES**

120. The planned period (2025) being the inaugural year of a 7-year implementation period, the focus is expected to be on putting in place processes and procedures to help guide SADEP implementation for the rest of the Programme period. Therefore, it is assumed that the number of beneficiaries to be reached will be less than in subsequent years. This is consistent with SADEP's programmed disbursement by semester which is expected to be low at the beginning of the Project and will increase in subsequent years.

121. With regard to benefits, SADEP will promote sustainable improvement in productivity and production of the target value chains, inclusive of climate sensitive agricultural technologies or practices and these are expected to increase productivity, enhance resilience and improve people's livelihoods. However, there will also be non-quantifiable benefits to accrue to different communities/institutions and/or individuals and these will likely be immediate. The different scenarios are presented hereunder:

- a) There will be more capacity to coordinate and oversee effective SADEP implementation;
- b) The CDD approach, capacity building, climate smart agricultural practices and resilience to climate change interventions being adopted for SADEP will lead to longer term and sustainable improvement in the target group's livelihoods; and
- c) There are other non-tangible benefits, such as employment creation from off farm activities and an overall contribution to the stability/livelihood improvement of the target communities.

---

<sup>70</sup>For the first AWPB, the SADEP design process prepared the draft Procurement Plan. The implementing entities would need to review and finalise the draft AWPB and the associated Procurement Plan.

**South Sudan: Sustainable Agricultural Development Project (SADEP)  
Consolidated Annual Work Plan and Budget for Year 1**

**VIII. CONSTRAINTS, RISKS AND MITIGANTS**

122. Presented in the below table are the possible constraints and risks that may hamper the implementation of the SADEP 2025 AWPB. The table also provides the suggested mitigation measures.

**Table 6: Possible Constraints and Risks and Suggested Mitigation Measures**

<b>Risk</b>	<b>Risk Mitigation Measures</b>
1. Delay in procurement resulting in delay in implementation.	• Ensure the application/use of efficient procurement planning.
2. Delay in disbursement of funds resulting in delay in implementation.	• Follow proper financial management procedures and ensure submission of all supporting documentation when asking for replenishments.
3. Delayed receipt of No Objection from IFAD resulting in delay in implementation.	• Ensure proper planning that gives adequate time for receipt of requisite approvals.

## South Sudan

---

### **Sustainable Agricultural Development Project Project Design Report**

### **Annex 7: Financial Management Assessment**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department







# Detailed FM arrangements in the Project Design Report (PDR)

---

## **I. Summary of Financial Management arrangements**

A Financial Management assessment was carried out by IFAD during SADEP design mission in accordance with Financial Management guidelines for IFAD funded projects. The results of the FM assessment and experience from the current ongoing project suggest that inherent and control risk is high, given the proposed activities, multiple implementing partners, weak financial management capacity and fragile peace in South Sudan, which could materially affect the implementation of the project.

Detailed project Financial Management (FM) risks, proposed mitigation actions, and disbursement conditions are detailed in the table 2 and under the section VI of this annex.

## **II. Project financial profile<sup>1</sup>**

The overall cost of the project is estimated at US\$40.8 million over a 7-year period of implementation. The project will be financed through contributions from the following financiers: a) IFAD12 Performance-Based Allocation System (PBAS), with a grant of US\$9.8 million; b) GEF, with a grant of US\$8.932 million; c) AfDB Parallel financing of US\$9.5 million; d) GoSS will contribute in-kind contribution of US\$1.167 million in form of exemption of taxes and duties; e) beneficiaries will contribute in-kind contributions in the amount of US\$1.6 million, and the remaining amount of US\$9.8 million represents the financing gap, which is planned to be covered with IFAD13 Performance-Based Allocation System (PBAS).

SADEP will be implemented in four counties in three states, including; a) Terekeka (Central Equatoria); b) Mundri West (Western Equatoria); c) Mvolo (Western Equatoria); and d) Bor (Jonglei). Core technical components 1 & 2 and component 3.2 will be implemented by a third party implementing partners and the total allocated amount for these components is US\$36.93 million (91% of total financing), including all financiers. Remaining amount of US\$3.88 million (9%) is allocated to sub-component 3.1, which will be implemented by MAFS.

---

<sup>1</sup> Note that COSTAB and Financing Plan may be finalized at a later date after the design mission. In such cases this section, as well as other relevant information, should be revised and updated by the Finance Officer before the President's Report is presented in Scriptoria for FMD clearance.

SADEP categories will include; Civil Works, Consultancies, Equipment and Materials, Goods, Services and Inputs, Training and Workshop and Recurrent costs (Operating cost, salaries and allowances). Activities relating to training and workshops are riskier in terms of their nature and due to higher risk of misuse of funds, therefore, appropriate internal control arrangements will be put in place to ensure that funds are used for intended purposes.

The overall recurrent cost is estimated at US\$4.67 million (including AFDB financing), 11% of the total project cost of US\$40.8 million. The recurrent cost under IFAD financing represents 15% of IFAD12 allocation (US\$1.51 million), and 16% of financing gap (US\$1.58 million), which is planned to be covered by IFAD13 allocation.

To facilitate a prompt start-up, a withdrawal up to USD 500 000 may be made from the IFAD Grant as start-up advance before fulfilment of the conditions precedent to withdrawal as detailed in the Project PIM.

### **III. Implementation Arrangements**

The Ministry of Agriculture and Food Security (MAFS) will be the lead executing agency for the project. Given the focus of the Project, the Ministry of Animal Resources and Fisheries' technical experts and resources will be mobilised to support the implementation of SADEP and the Ministry of Environment and Forestry is expected to play significant role in monitoring and supervising the GEF investment. MAFS will use the already established Single Project Coordination Unit (SPCU), which is currently responsible for the implementation of ongoing IFAD and World Bank projects, to undertake the overall coordination of the implementation of SADEP and implement component 3.1.

As is the case with the other IFAD-supported interventions in South Sudan, SSLRP and READ, SADEP's technical implementation will be undertaken by third-party Implementing Partners selected through a competitive recruitment process. The GoSS has expressed their interest in having consortium of Implementing Partners, which will be recruited and contracted by GoSS with technical assistance and No Objection from IFAD. To help fast-track the recruitment process, the IFAD PDT will prepare the relevant Terms of Reference and the Request for Proposals (RFQ) for the selection of the third-party IPs. The selection process of the IPs is expected to be finalised by GoSS prior to the Project's effectiveness date. Due diligence on IPs will be performed during the competitive selection process to ensure that IPs have adequate financial management arrangements to implement the project. The agreement that will be signed between the GoSS and the IPs will detail the roles and responsibilities of both parties, budgets, financial management requirements and disbursement procedures to ensure compliance with IFAD's FM rules and requirements.

Implementing Partners will also work with other local partners and service providers in the implementation of the Project.

### **IV. Financial Management Risk Assessment**

*Country level.* South Sudan remains impacted by fragility, economic stagnation, and instability, and there is insufficient accountability and a lack of transparency. According to the 2023 Transparency International Index, the country is the 177<sup>th</sup> least corrupt country out of 180 countries. Budget discipline and sound Public Financial Management (PFM) are lacking in the country, which poses significant challenges to achieving fiscal sustainability. According to the March 2023 debt sustainability analysis, strengthening PFM systems in South Sudan is essential to ensure that public funds are used transparently and effectively. The

Government of South Sudan (GoSS) has pledged to move forward with comprehensive governance and PFM reforms, as outlined in Chapter IV of the 2018 Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS). The World Bank PFM and Institutional Strengthening Project, which is approved in 2022, aims to support the implementation of key components of the government’s PFM and governance reforms and aims to strengthen country systems and enhance capacity within the public sector.

**Entity level.** The Ministry of Agriculture and Food Security (MAFS) does not have sufficient capacity and systems to manage the project effectively. Therefore, multiple agencies will be implementing the project. MAFS will be the lead implementing agency, and the technical components of the project will be implemented by a third- party implementing agencies. There is a risk that the IPs may not have experience in the implementation of IFAD-funded projects and financial management procedures; and this may lead to implementation delays or ineligible expenditures. In addition, in case of selection of a UN agency, compliance with IFAD’s FM requirements may be more challenging, as UN agencies have their own policies, and some of their FM arrangements may not comply with IFAD’s requirements, such as annual audit and access to documents.

**Project level.**

The technical components of the project will be implemented multiple implementing partners and they will also work with other local partners and service providers in the implementation of the Project. There may be a risk of non- compliance with the agreement signed between GoSS and the IPs, and overlapping roles or positions between the IPs and the service providers. MAFS needs to ensure that the IPs fully comply with the agreement signed between the GoSS and the IPs, and that there are no overlapping roles or positions between the IPs and the service providers to avoid hidden costs that increase the implementation costs.

**Project Control Risks**

**Table 2. Summary of FM Risks and mitigating actions:**

Summary	Brief description of issues	Inherent Risk at design H/S/M/L	Agreed Mitigation Measures (covenants precedent to disbursement)	Residual Risk H/S/M/L
<b>A. Inherent risk assessment pillars</b>				
i. Country level	South Sudan remains impacted by H fragility, economic stagnation, and instability, and there is insufficient accountability and a lack of transparency. According to the 2023			N/A

SADEP - Detailed FM Arrangements in the Project Design Report (PDR)

	Transparency International Index, the country is the 177th least corrupt country out of 180 countries.			
ii. Entity level	The Ministry of Agriculture and Food Security (MAFS) does not have sufficient capacity and systems to manage the project effectively. Therefore, multiple agencies will be implementing the project. MAFS will be the lead implementing agency, and the technical components of the project will be implemented by a third-party implementing partners. There is a risk that the IPs may not have experience in the implementation of IFAD-funded projects and financial management procedures, which may negatively affect the project implementation.			N/A
iii. Project level	There will be multiple implementing partners, which require advance internal controls, monitoring and auditing arrangements to ensure that funds are used for intended purposes.			N/A
<b>B. Control risk assessment pillars</b>				
1. Organization and Staffing	The PFM systems about staffing and organization are weak in the country. There are significant shortages in the availability of qualified and experienced FM personnel. There are capacity gaps in the SPCU in relation to FM, and the third-party Implementing Partners (IPs) that will be implementing the technical components may not have experience in the implementation of IFAD-funded projects, policies and procedures. Lack of knowledge about IFAD's procedures together with weak oversight over project activities and		(i) Third party IPs will be selected through a competitive selection process and contracted by GoSS with technical assistance and no objection from IFAD. A financial management assessment will be carried out on potential implementing partners as part of the due diligence to ensure that the IPs have adequate financial management arrangements in place to implement the project. FM staff will be included in the sub-agreements that will be signed between the GoSS and the IPs.  (ii) Experienced and qualified financial management staff will be recruited on a	S

	<p>the IPs may lead to misuse of funds and high implementation costs.</p>		<p>competitive basis, and there will be annual performance evaluations to ensure that personnel capacity is kept at an acceptable level. All FM staff will be required to complete IFAD's FM e-learning training within 3 months of date of appointment. IFAD will also provide detailed FM training at the start-up to ensure that both SPCU and the IPs' financial management staff are well aware of IFAD's financial management rules, procedures, and requirements. Since procurement and financial management are directly linked to fiduciary matters, a joint workshop may be organized to cover all fiduciary aspects. Additional technical assistance and capacity building will be provided during the implementation.</p>
<p>2. Budgeting</p>	<p>(i)The PFM systems are weak in South Sudan, including their weaknesses in planning, monitoring, and budget execution. The IFAD lesson learned from the ongoing SSLRP project showed that budget preparation and execution continue to be problematic. Weak capacity to prepare timely and reliable budgets and weak budget monitoring may result in delays in budget approvals, implementation of activities, and overdraft in certain categories or misuse of funds.</p> <p>(ii) There is a risk that the project may not prepare the AWPBs in accordance with the costab, schedule 2 of the financing agreement, and agreements signed between GoSS and IPs, or will not include government in-kind contributions in the annual budget, which may lead to delays in receiving the tax exemptions from the MoFP</p>	<p>(i)Annual Work Plan and Budget will be prepared jointly by the SPCU and IPs in consultation with other key stakeholders to ensure that budget is realistic, accurate and feasible to implement. The project will ensure that all financiers are included in the budget, including government and beneficiary in-kind contributions. The SPCU will hold meetings with all relevant parties to go through the final draft of the consolidated budget to ensure that it is prepared in accordance with the cost tables at design, Schedule 2 of the Financing Agreement and the agreement signed between the GoSS and the IPs. In addition, SPCU will ensure that there is a strong link between project expenditure, outputs, and results.</p> <p>(ii) The AWPB will be prepared in sufficient detail with IFAD templates and submitted to IFAD for no objection</p>	

	<p>and result in payments of tax and duties from IFAD or GEF financings.</p>	<p>sixty days (60) prior to the end of each fiscal year. The AWPB preparation calendar will be included in the PIM to ensure that timelines are well understood by SPCU and the IPs. Financial and physical progress against approved budgets (AWPB) will be monitored monthly by various components, subcomponents, and expenditure categories to avoid overspending. If a budget revision is needed, this will be communicated with IFAD's earliest possible to avoid ineligibles.</p> <p>(iii) Capacity building for the project staff, strengthening the budget planning and monitoring systems, and inserting the AWPB into the accounting software to facilitate effective budget monitoring and reporting.</p>	
<p>3. Funds flow and Disbursement Arrangements</p>	<p>(i) Risk of funds being disbursed with delays due to IPs' lack of knowledge about the disbursement procedures, or lack of capacity of project implementing partners.</p> <p>(ii) Slow start up due to delays in implementation of disbursement conditions and finalizing the agreement that will be signed between the GoSS and the IPs.</p> <p>(iii) Risk of cross financing between financing sources due to delays in effectiveness of co-financings anticipated during design, which may lead to frontloading some recurrent costs under IFAD financing and overrun in other categories.</p>	<p>(i) Disbursement and flow of funds arrangements will be detailed in the PIM for clear guidance to avoid delays in disbursements. SPCU and IFAD will closely follow up on the fulfillment of disbursement conditions and the effectiveness of co-financings to ensure timely disbursements from all financing instruments and avoid instances of fund shortages that lead to cross financing between financing sources or frontloading of expenditures from IFAD financing. In the event that co-financing will not occur, the reallocation process should be foreseen well in advance.</p> <p>(ii) As agreed with the MoFP, the project will ensure that government in-kind contributions are included in the AWPB so that annual tax and duty exemptions can be requested from the MoFP based on the approved AWPB, within 15 days after the approval of the AWPB. Tax and duty exemptions will cover all project</p>	

	<p>(iv) Delays in receiving tax exemptions may occur due to lack of information about MAFS's tax exemption claim procedures.</p>	<p>activities, including the activities implemented by IPs to avoid tax payments from IFAD and GEF grants. When requesting the tax exemption, this will be clearly stated in the formal request letter that will be sent to the MoFP.</p> <p>(iii) IFAD will provide a training to all project FM staff on IFAD's disbursement procedures, timelines and the preparation of interim financial reports (IFRs) at the beginning of the project.</p> <p>(iv) A start-up advance will be made available to the project to speed up the start-up process and IFAD will help fast-track the recruitment process of the IPs by preparing the relevant TORs and the Request for Proposals (RFQ) for the selection of the third-party IPs.</p>
<p>4. Internal Controls</p>	<p>(i) The SPCU has the oversight responsibility of the World Bank and IFAD funded projects and they will be responsible for implementing the sub-component 3.1. Operating costs are shared between different projects. However, the absence of a cost-sharing framework agreement makes it difficult to monitor these payments on a project level and increases the risk of misuse of funds.</p> <p>(ii) Lack of effective oversight over implementing agencies' internal control systems may lead to misuse of funds and loss of assets. The MoA's internal audits do not cover IPs activities, and IPs may not have adequate internal audit arrangements to provide assurance that funds are used for their intended purposes.</p> <p>(iii) Sub-component 1.2 envisages collaboration with UN agencies and</p>	<p>(i) Development of a cost-sharing framework agreement in the SPCU, which specifies the cost-sharing arrangements for projects funded by different international financing institutions.</p> <p>(ii) The project will strictly comply with the PIM that received no objection from IFAD. Within 3 months of entry into force, MAFS will take all necessary actions to ensure that the project is included in the internal audit plan of the Internal Audit Unit of the Ministry of Agriculture. The MoA's internal audits do not cover IPs, therefore existence of adequate internal control and auditing arrangements in IPs should be considered during the selection of the IPs.</p> <p>(iii) IPs will be selected through a competitive selection process in accordance with the ToRs shared by IFAD and contracted by GoSS upon receiving No Objection from IFAD. An FM assessment on IPs will be</p>



SADEP - Detailed FM Arrangements in the Project Design Report (PDR)

	<p>IPs will contract with service providers for the implementation for some activities. There may be a risk of non-compliance with IFAD requirements or overlapping positions/roles between IPs and service providers, leading to high implementation costs.</p>	<p>undertaken to ensure compliance with IFAD requirements as part of the due diligence. The agreement that will be signed with IPs will detail the roles and responsibilities of parties, financial management requirements, and disbursement procedures to be followed to ensure full compliance with IFAD's FM and reporting rules. MAFS will ensure that the IPs fully comply with the agreement signed between the GoSS and IPs, and that there are no overlapping roles or positions between the IPs and the service providers to avoid high implementation costs.</p> <p>(iv)The Borrower will include all financial management requirements in the Sub-agreements/MOUs/Contracts that will be signed with UN agencies to ensure full compliance with IFAD's FM rules.</p>	
<p>5. Accounting and Financial Reporting</p>	<p>(i) Accounting software of the IPs may not be suitable for project wise accounting. This may lead to manual interventions in the preparation of financial statements; financial accounting data may be incomplete or unreliable and financial reporting may not meet international standards and prone to misrepresentation and fraud;</p> <p>(ii) There is a risk of delays in the submission of quarterly interim financial reports and unaudited financial statements due to the implementing partners' ability to submit their financial reports on time and delays in the consolidation of financial reports by the SPCU.</p>	<p>(i) The accounting software requirements and specifications will be included in the sub-agreements that will be signed between the GoSS and IPs to ensure that IPs have adequate accounting software for project-wise accounting. IPs will need to adopt the same chart of accounts that meets IFAD's project financial reporting requirements by financier, component, subcomponent, and category. If the IPs existing accounting software is not suitable for project-wise accounting, IPs should upgrade their accounting software to meet IFAD's minimum requirements. IPs will also be required to have adequate accounting policies and standards.</p> <p>(ii) IFAD will provide an FM training at the start-up, which will also include a session on the preparation of IFRs and annual financial statements in accordance with IFAD requirements.</p>	

		<p>Financial reporting requirements will be included in the sub-agreement that will be signed between GoSS and IPs.</p>
<p>6. External Audit</p>	<p>(i) The accounting software requirements and specifications will be included in the sub-agreements that will be signed between the GoSS and IPs to ensure that IPs have adequate accounting software for project-wise accounting. IPs will need to adopt the same chart of accounts that meets IFAD’s project financial reporting requirements by financier, component, subcomponent, and category. If the IPs existing accounting software is not suitable for project-wise accounting, IPs should upgrade their accounting software to meet IFAD’s minimum requirements. IPs will also be required to have adequate accounting policies and standards.</p> <p>(ii) IFAD will provide an FM training at the start-up, which will also include a session on the preparation of IFRs and annual financial statements in accordance with IFAD requirements. Financial reporting requirements will be included in the sub-agreement that will be signed between GoSS and IPs.</p>	<p>(i) Until the human capacity and independence of the SAI are improved, SADEP’s financial statements will be audited annually by an independent external audit firm accepted by IFAD from neighbouring countries in accordance with International Standards on Auditing (ISA) and the Conceptual Framework for Financial Reporting and Auditing of IFAD-financed Projects and Related Handbook</p> <p>(ii) MAFS will recruit the external auditors within 6 months entry into force to avoid delays in audit report submission. MAFs will use the external audit TOR template included in the IFAD’s Financial Reporting and Auditing Handbook, and add agreed-upon procedures based on project specifics and the audit scope will include all implementing partners. The auditors will perform the audit in accordance with the TOR cleared by IFAD and International Auditing Standards. The IPs will submit their financial statements to MAFS within four months after the year-end to give sufficient time to SPCU for consolidation. The audit reports will be submitted to IFAD within 6 months after the financial year-end.</p> <p>(iii) IFAD’s audit requirements will be included in the sub-agreement that will be signed between the GoSS and the UN Agency. If the annual audit requirement is not accepted by the UN Agency, an alternative assurance mechanism may be adopted, such as management assertion letter (Assurance letter), which is signed by</p>

			the Director of finance/treasurer of the UN Agency to confirm.	
<b>Overall FM Risk @ design<sup>2</sup></b>		H		H

## V. Financial Management and Disbursement Arrangements

South Sudan’s most recent PEFA assessment was performed in 2012, which is out of date. According to March 2023 debt sustainability analysis, budget discipline and sound Public Financial Management (PFM) are lacking in the country, which poses significant challenges to achieving fiscal sustainability and the objective of facilitating inclusive long-term growth. Strengthening PFM systems in South Sudan is essential to ensure that public funds are used transparently and effectively, and to build credibility with the domestic and international stakeholders. The World Bank’s Public Financial Management and Institutional Strengthening Project, which will complete in 31 December 2026, aims to strengthen country systems and enhance the capacity within the public sector in areas critical for the transition, for example, the timely submission of quality financial and audit reports, accountability for funds granted, controls to avoid ineligible expenditures. As such, the WB project will serve as proof of concept that the government can lead donor-funded projects and help to restore credibility of the government with the international community.

Considering that PFM systems are weak in South Sudan and the capacity is inadequate to fully carry out financial management, the use of country systems will be limited to budgeting and internal audits (at the SPCU level only as MoA’s internal audit do not cover IPs). SADEP will submit the budget to MoFP for inclusion into the national budget for each year through MAFS, which is responsible for the consolidation of the budget. To mitigate the risk, SADEP will rely on using IFAD’s financial management rules and procedures, as well as the financial management system of the third-party implementing agencies, if their FM arrangements are acceptable to IFAD.

### **Financial management organization and staffing**

Organisational set-up and governance are detailed under the Organisation and Management section of the PDR and the section III- Implementation Arrangements of this annex. Arrangements can be summaries as follows;

The Ministry of Agriculture and Food Security (MAFS) will be the lead executing agency for the project and implement component 3.1 of the project. MAFS will use the already established Single Project Coordination Unit (SPCU), which is currently responsible for the implementation of ongoing IFAD and World Bank projects, to undertake the overall coordination of the implementation of SADEP. The SPCU’s staff composition will include a financial management staff, who will be responsible for FM aspects.

---

<sup>2</sup> The Final Risk at design should reflect a combined consideration of inherent and control risks for the project.

Technical implementation will be undertaken by third-party Implementing Partners selected through a competitive recruitment process. Implementing Partners will be responsible for implementing the Component 1, Component 2 and the RED Component once it is triggered. The third-party Implementing Partners will have a Project Management Team (PMT) including an experienced and qualified Financial Management Officer and they will ensure that adequate financial management arrangements are in place throughout the project implementation.

The overall fiduciary responsibility for the implementation of the projects will be vested in MAFS. A legal agreement will be signed between the GoSS and the Implementing Partners, which will specify roles and responsibilities, activities that will be implemented by the IPs, allocated amounts, IFAD's anti-corruption policy and financial management requirements, including accounting and financial reporting, auditing, access to financial records, and disbursement procedures.

### **Budgeting**

The AWPB will be prepared in sufficient detail with IFAD templates and submitted to IFAD for no objection sixty days (60) prior to the end of each fiscal year. The IFAD lesson learned from the ongoing SSLRP project showed that budget preparation and execution continue to be problematic. Therefore, the project budget will be prepared using a bottom-up approach, and all implementing partners will be involved in the budget preparation process. AWPB preparation for technical components will be led by the third-party Implementing Partners in liaison with the SPCU.

The SPCU will hold a meeting with all relevant parties to go through the draft consolidated budget to ensure that it is prepared in accordance with the cost tables at design, Schedule 2 of the Financing Agreement and the agreement signed between the GoSS and the IPs. In addition, SPCU will ensure that nothing is omitted in the budget, that the budget is realistic, and that there is a strong link between project expenditure, outputs, and results. Financial and physical progress against approved budgets (AWPB) will be monitored monthly by various components, subcomponents, and expenditure categories.

The budget will be submitted to the MoFP for inclusion into the national budget for each year through MAFS, which is responsible for the consolidation of the budget. Along with the budget, MAFS will also submit a formal letter and no objection communication from IFAD to MoFP to request tax and duties exemption for the relevant year. The project will ensure that government in-kind contributions included in the approved AWPB in order to benefit from the tax exemption. The tax exemption will include all project activities, including the activities implemented by IPs, and this will be clearly stated in the formal request.

#### **1) Disbursement Arrangements and Flow of Funds**

The SPCU will open and maintain separate designated bank accounts (DAs) in the denominated currency (USD) for each financing instrument at a commercial bank acceptable to IFAD. In addition, there will be two operating accounts under the SPCU in South Sudanese Pound (SSP) to receive funds from IFAD and GEF DAs. Funds will flow through DAs maintained by MAFS to IPs.

IPs will open and maintain two operating accounts; one in USD and another one in South Sudanese Pound (SSP) to receive funds from IFAD and GEF DAs. IPs will have an adequate chart of accounts to segregate

IFAD and GEF sources and uses of funds from other projects and financiers. Service Providers will open and maintain separate accounts to receive funds from the IPs.

Report-based disbursement will be the mechanism used by MAFS and the IPs to withdraw funds from IFAD. The Interim Financial Report (IFR) package will be used as the basis for submitting withdrawal applications to IFAD. The IPs will prepare the IFRs with IFAD's standard templates and submit the IFRs to SPCU (MAFS) within 30 days after the period ends. MAFS will submit the consolidated IFR package and the withdrawal applications to IFAD on a quarterly basis within 45 days after the period ends. Withdrawal applications will be submitted to IFAD through ICP, and IFAD will disburse the funds directly to DAs maintained by MAFS (SPCU). Funds will flow through DAs maintained by MAFS to IPs' accounts.

There will be parallel financing from AfDB, where the GoSS will enter into a separate financing agreement with AfDB and funds will flow through AfDB to project accounts opened for AfDB funds by MAFS (SPCU)

Response to Emergency and Disaster (RED) component: Activation of the RED component will occur upon the certification of a natural disaster or pest outbreak by relevant government authorities. Disbursements for this component will be based on the approved AWPB, the official disaster certification and a request from the Government to IFAD. Upon activation, MAFS will submit a WA to IFAD and request for disbursement. Since, the RED component serves as a swift mechanism for delivering immediate assistance, the project will have provisions for this component in the AWPBs each year to avoid delays in disbursements due to AWPB amendment process. If there is no disaster outbreak, there will not be any utilization against the budget.

The contributions from the government and beneficiaries will be in the form of in-kind, and there will be no cash flow. Both IFAD and GEF financings will be net of taxes and duties.

## **2) Internal Controls and Internal audit arrangements**

SADEP will apply adequate internal controls over project operations to ensure that funds are used for intended purposes. The project will strictly comply with the Project Implementation Manual (PIM) that received no objection from IFAD. Within 3 months of entry into force, MAFS will take all necessary actions to ensure that the project is included in the internal audit plan of the Internal Audit Unit of the Ministry of Agriculture. The MoA's internal audits do not cover IPs, therefore existence of adequate internal control and audit arrangements should be considered during the selection of the IPs. The IPs will be required to maintain adequate internal control environment to implement the components assigned to them to ensure that funds are used for intended purposes. The agreement that will be signed between the GoSS and IPs will need to have a provision about the annual or semi-annual internal audits. Both SPCU and the IPs are required to have internal audit at least annually, and the internal audit reports should be submitted to IFAD by June 30 each year. The internal auditors will pay special attention on activities relating to training and workshops as they are riskier in terms of their nature and due to higher risk of misuse of funds.

During the implementation, finance and procurement functions will be strictly segregated; all documents and records of the project will be retained in accordance with IFAD's policies and procedures and applicable

legal agreements. Key controls will be performed on budget, segregation of duties, safeguard of assets, quality of financial reporting, compliance with IFAD rules, applicable laws, regulations and internal policies. IFAD and the auditors will be granted access to all documents and records during the IFAD missions and audit. SADEP will also comply with IFAD's policy on anti-corruption and procedures, including reporting and handling procedures.

The sub-component 1.2 also foresees collaboration with UNDP, FAO and WFP as well as government ministries, such as MAFS, Ministry of Environment and Forestry, Ministry of Humanitarian Affairs and Ministry of Transport. MOUs/Contracts will be signed with line ministries and UN Agencies. The Borrower will include all financial management requirements in the MOUs/Contracts to ensure full compliance with IFAD's FM rules.

### **Accounting Systems and Financial Reporting mechanisms**

The SPCU under the MAFS will use QuickBooks accounting software, which is already used for ongoing IFAD and the World Bank projects. The software has the capacity to handle multiple projects at the same time and is able to record transactions by component, sub-component, category and financier. The accounting software can produce regular reports from the accounting software by component, category and financier, but IFAD required financial reports will be prepared manually in excel with the information extracted from the software. To allow the project to track actual amount of each financing, the SPCU will keep separate ledger accounts for each financing instrument and submit separate Withdrawal Applications.

The Implementing Partners will be selected through competitive selection process and may have their own accounting system. The accounting software requirements and specifications will be included in the sub-agreements that will be signed between the GoSS and IPs to ensure that IPs have adequate accounting software for project-wise accounting. IPs will need to adopt the same chart of accounts that meets IFAD's project financial reporting requirements by financier, component, subcomponent, and category. If the IPs existing accounting software is not suitable for project-wise accounting, IPs should upgrade their accounting software to meet IFAD's minimum requirements. IPs will also be required to have adequate accounting policies and standards.

The financial year-end of the project will be 30th June, and unaudited annual financial statements will be submitted to IFAD by 31st October of each financial year. Financial reports will be prepared in accordance with International Public Sector Accounting Standards (IPSAS) Cash Basis. In addition, SADEP is required to prepare quarterly interim financial reports and submit them to IFAD via IFAD's Client Portal (ICP) within 45 days of each quarter-end. Since majority of payments will be in denominated currency, financial reports will be prepared in USD currency.

### **3) External Audit**

The National Audit Chamber (the Auditor General) is empowered by the laws of the GoSS, to audit all Government Funds. However, the first global synthesis report on Supreme Audit Institutions (SAI) Independence, which was carried out by the World Bank in 2021, indicated that the Supreme Audit Institution in South Sudan, has low independence and human resources capacity to perform external audits.

Therefore, until the human capacity and the independence of the SAI are improved, SADEP's financial statements will be audited annually by an independent external audit firm accepted by IFAD from neighboring countries in accordance with International Standards on Auditing (ISA), and the Conceptual Framework for Financial Reporting and Auditing of IFAD-financed Projects and Related Handbook. In case of a mandatory requirement by the GoSS, NAC may also carry out a separate audit for its own purposes in order to fulfill its statutory powers to audit the project.

The SPCU and the IPs will prepare their financial reports for their respective components; however, the SPCU will be responsible for the overall consolidation of the financial reports. The Implementing Partners will be required to submit their financial statements to MAFS within four months after the year-end to give sufficient time to SPCU for consolidation of financial statements for the audit.

If a UN agency is selected as an implementing partner, the annual audit requirement will be clearly stated in the agreement that will be signed between the GoSS and the UN agency, and the UN Agency will be required to submit their audit reports and the management letter to MAFS within 4 months after the financial year end so that MAFS can consolidate the reports.

If the selected UN agency's internal rules and regulations do not allow project level annual external audits, alternative assurance mechanism may be adopted, such as a management assertion letter, which will include/specify following and will need to be signed by the Director of Finance/Treasurer of the UN Agency and certified SOEs/IFRs from UN Agency:

- The field-level services are managed as per the agreement currently in force between the UN agency, GoSS and IFAD;
- All financial transactions undertaken by the UN Agency on behalf of GoSS with IFAD financing have been properly recorded by the UN Agency in the appropriate accounting records;
- The UN agency's accounting policies, procedures and the related system of internal control are designed and implemented to ensure that IFAD's assets that are under the UN Agency's management, if any, are appropriately managed and safeguarded;
- The UN Agency's policies and procedures are implemented with an appropriate segregation of duties, including management supervision and oversight; and
- The UN Agency's financial reporting and control systems are subject to review by the UN Agency's internal audit services and external audit, to ensure that internal controls are suitably designed, implemented and are operating as intended. Should there be any material exceptions noted, The UN Agency will communicate such information to IFAD without undue delay.

The scope of the annual audit will cover all financial instruments and the implementing partners. The consolidated audit report, together with the Management Letter will be submitted to IFAD within six (6) months after the end of each financial year.

## **VI. Implementation Readiness**

**Table 3: FM Actions Summary: The actions needed to mitigate FM risks are summarised below:**

SADEP - Detailed FM Arrangements in the Project Design Report (PDR)

	<b>Action</b>	<b>Responsible Party / Person</b>	<b>Target Date / Covenants<sup>3</sup></b>
<b>1</b>	Selection of the third-party implementing partners, IFAD's no objection on the agreement, and signed agreement between the government and the implementing partners.	MAFS/IFAD	1 <sup>st</sup> disbursement condition
<b>2</b>	IPs to have an accounting software, which is suitable for project wise accounting and adopt the same chart of account that meets IFAD's project financial reporting requirements by financier, component, subcomponent, and category.	MAFS/IPs	1 <sup>st</sup> disbursement condition to the IPs.
<b>3</b>	Development of a comprehensive Project Implementation Manual (PIM), which is including Financial Management Section.	MAFS/IFAD	EIF - Disbursement condition
<b>4</b>	IFAD has received documentation evidencing the opening of (i) designated accounts to receive funds; and (ii) the operating accounts to receive funds from the designated account with advice of the persons/titles authorized to operate these accounts.	MAFS	EIF - Disbursement condition
<b>5</b>	IFAD has received from the Minister of Finance, – a letter designating the name(s) of official(s) authorized to sign withdrawal applications, which includes their authenticated specimen signature(s).	MAFS	EIF - Disbursement condition
<b>6</b>	The IFAD's no-objection to the first AWPB and procurement plan for the first 18 months.	MAFS/IPs	EIF - Disbursement condition
<b>7</b>	Implementing Partners to assign a full time experienced financial management staff for SADEP.	MAFS/IPs	First disbursement condition to Implementing Partners
<b>8</b>	SADEP financial Management staff, including FM staff in implementing partners, will be required to complete the IFAD FM e-	MAFS/IPs	Within 3 months of date of appointment (dated covenant)

<sup>3</sup> Indicate if covenants are required in Financing Agreement for each of these: effectiveness condition or disbursement condition or dated covenant.

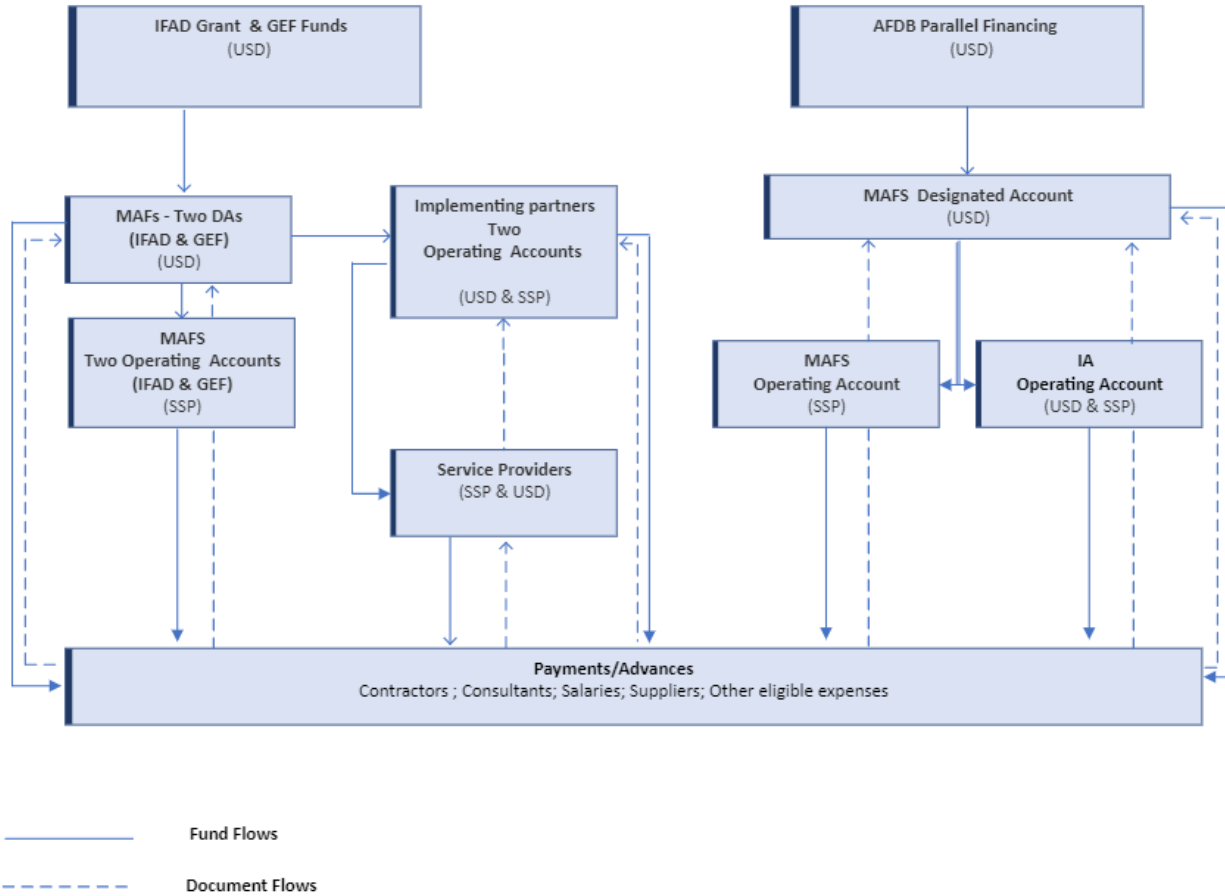


	learning and submit completion certificates to IFAD within 3 months of date of appointment.		
9	Recruitment of external auditors at early stages of the project to avoid delays in audit report submission.	MAFS	Within 6 months entry into force (dated covenant)

**FM Supervision plan**

IFAD will review and reassess the adequacy of the SPCU and the IPs’ financial management arrangements and the financial progress during the supervision missions. Due to the risk level of the project, it is expected that there will be two supervision missions during the each financial year. If any weaknesses in the financial management arrangements are identified during the mission, IFAD will make recommendations to mitigate the risks and request from SADEP to take appropriate measures to mitigate these risks. IFAD will especially focus on whether the IPs’ financial management arrangements are adequate and comply with IFAD’s requirements and the agreement or contract signed between GoSS and the IPs. In addition, recurrent costs and government in-kind contributions will be monitored throughout the implementation period to ensure that recurrent costs are at an acceptable level, and MAFS takes all necessary measures to obtain tax and duties exemption from the Ministry of Finance and Planning to avoid tax and duties payments from IFAD and GEF grants.

**Appendix 1: Flow of Funds Chart**



## South Sudan

---

### **Sustainable Agricultural Development Project Project Design Report**

### **Annex 8: 18-month Procurement Plan**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department



<b>Procurement Plan SUMMARY</b>				
Country:	SOUTH SUDAN			
Project Name:	Sustainable Agricultural Development Project (SADEP)			
Project ID:				
Version	1 (At Design)			
Version Date	19-Apr-24			
Prepared by:	Robert Maina Waiganjo - IFAD Procurement Consultant			
Approved by:	Caroline Mwongera - IFAD Country Representative			
<b>Procurement Category</b>	<b>Plan</b>		<b>Actual</b>	
<b>Currency</b>	<b>USD</b>	<b>LCU</b>	<b>USD</b>	<b>LCU</b>
Goods	1 687 000.00	-	-	-
Works	1 604 500.00	-	-	-
Consulting Services	1 808 000.00	-	-	-
Non-Consulting Services	-	-	-	-
Grants	-	-	-	-
<b>TOTAL</b>	<b>5 099 500.00</b>	<b>-</b>	<b>-</b>	<b>-</b>

The threshold tables below are based on the new LTB Template 2020.  
Please fill in the fields that are applicable based on the provisions in the LTB for the project.

Prior Review Thresholds					
Category	Goods and goods-related Non-Consulting Services	Works and works-related Non-Consulting Services	Consulting Services and related Non-Consulting Services and/or MoU/Agreements	Individual Consultants	Decisions concerning Abnormally Low Bids shall be subject to the No Objection of IFAD:
Threshold	>= US\$ 50,000.00	>= US\$ 100,000.00	>= US\$ 30,000.00	>= US\$ 15,000.00	For all procurement activities

All Direct Contracting and Single-Source Procurements are **Prior Review** (in alignment with IFAD Procurement Handbook), or based on the thresholds stipulated in the **LTB**

The exchange rate at time of submission will be used for reviews.

Procurement Method Thresholds						
	CQS	LCS/FBS	QCBS	Shortlisting	SSS - Firms	SSS - Individuals
Consulting Services and related Non-Consulting Services	<= US\$ 50,000.00	< US\$ 80,000.00	>= US\$ 80,000.00	>= US\$ 60,000.00	<= US\$ 0.00 (applies to contracts with individuals designated under SSS in the Procurement Plan with due justification (as mentioned in the Handbook) subject to prior review and/or estimated to cost US\$ 500 or less and with a contract duration of three months or less and up to an aggregate amount of US\$ 5,000 per annum)	<= US\$ 0.00 (applies to contracts with individuals designated under SSS in the Procurement Plan with due justification (as mentioned in the Handbook) subject to prior review and/or estimated to cost US\$ 500 or less and with a contract duration of three months or less and up to an aggregate amount of US\$ 5,000 per annum)

	Direct Contracting	Shopping	NCB	ICB	Other Procurement Methods or Arrangements	
Goods and goods-related Non-Consulting Services	>= US\$ 0.00 <i>(applies to the indicated contracts in the Procurement Plan with due justification (as mentioned in the Handbook) subject to IFAD NO under prior review or alternatively without prior IFAD's NO for low-value unforeseen purchases with estimated cost of US\$ 500 or less per purchase up to an aggregate amount of US\$ 5,000 per annum.)</i>	<= US\$ 70,000.00	< US\$ 150,000.00	>= US\$ 150,000.00	<b>Force Account</b>	<i>Up to a maximum aggregate amount of: US\$ 0.00 (subject to prior review)</i>
Works and works-related Non-Consulting Services	>= US\$ 0.00 <i>(applies to the indicated contracts in the Procurement Plan with due justification (as mentioned in the Handbook) subject to IFAD's NO under prior review or alternatively without prior IFAD's NO for low-value unforeseen purchases with estimated cost per each purchase of US\$ \$500 or less up to an aggregate amount of US\$ 5,000 per annum)</i>	<= US\$ 175,000.00	< US\$ 500,000.00	>= US\$ 500,000.00	<b>Community Participation</b>	Allowed

**Procurement Plan - Goods**

**SOUTH SUDAN**

**Sustainable Agricultural Development Project (SADEP)**

Project ID:

Prepared by: Robert Maina Waiganjo - IFAD Procurement Consultant

Approved by: Caroline Mwangera - IFAD Country Representative

	USD	LCU	
<b>Total Amount</b>	<b>1 687 000.00</b>	<b>0.00</b>	Plan
	<b>0.00</b>	<b>0.00</b>	Actual
<b>Non-Consulting:</b>	<b>0.00</b>	<b>0.00</b>	Plan
	<b>0.00</b>	<b>0.00</b>	Actual

Version		Basic Data													Pre-Qualification						Bidding	
AWP/Component Ref	No	Description	Non Consulting	Funding	Lot No/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre- or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date	Submission of BD	No Objection Date
	G1	Print training manuals in seed production - sorghum, sesame, groundnut		IFAD		SPCU	Plan	Post-Qual	Post Review	NS	1	36 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	30-Jun-25	N/A
							Actual						-	Actual								
	G2	Supply and installation of facility for supplementary irrigation of basic seed (Storage tank, irrigation pipes, and sprinklers)		IFAD		SPCU	Plan	Post-Qual	Prior Review	ICB	1	170 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	30-Mar-26	6-Apr-26
							Actual						-	Actual								
	G3	Supply and install Solar system for irrigation facility at Palataka National Basic seeds Centre		IFAD		SPCU	Plan	Post-Qual	Prior Review	NCB	1	50 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	30-Mar-26	6-Apr-26
							Actual						-	Actual								
	G4	Supply of 4No Weather Stations to participating counties		IFAD		SPCU	Plan	Post-Qual	Post Review	NS	1	40 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	30-Jun-26	N/A
							Actual						-	Actual								
	G5	Procurement of 6No Motor cycles (for extension)		IFAD		SPCU	Plan	Post-Qual	Post Review	NS	1	25 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	30-Jul-25	N/A
							Actual						-	Actual								
	G6	Procurement of 2No fiberglass boats equipped with outboard engines (for extension services)		IFAD		SPCU	Plan	Post-Qual	Post Review	NS	1	16 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	30-Apr-25	N/A
							Actual						-	Actual								
	G7	Supply of Agriculture extension kits		IFAD		SPCU	Plan	Post-Qual	Post Review	NS	1	28 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	15-Mar-25	N/A
							Actual						-	Actual								
	G8	Supply of solar radios		IFAD		SPCU	Plan	Post-Qual	Post Review	NS	1	13 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	30-Mar-25	N/A
							Actual						-	Actual								
	G9	Supply of Solar Fish Dryers		IFAD		SPCU	Plan	Post-Qual	Post Review	NS	1	20 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	15-May-25	N/A
							Actual						-	Actual								
	G10	Supply of land preparation, weeding, harvesting and postharvest machineries and equipment		IFAD		SPCU	Plan	Post-Qual	Prior Review	ICB	1	1 200 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	30-May-25	6-Jun-25
							Actual						-	Actual								
	G11	Procurement of 2No project Vehicles		IFAD		SPCU	Plan	Post-Qual	Prior Review	NCB	1	70 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	15-Jun-25	22-Jun-25
							Actual						-	Actual								
	G12	Procurement of 13No desktop computers and 4No printers		IFAD		SPCU	Plan	Post-Qual	Post Review	NS	1	19 000.00		Plan	N/A	N/A	N/A	N/A	N/A	N/A	15-Jul-25	N/A
							Actual						-	Actual								



**Procurement Plan - Goods**

**SOUTH SUDAN**

**Sustainable Agricultural Development Project (SADEP)**

**Project ID:**

Prepared by: Robert Maina Waiganjo - IFAD Procurement Consultant

Approved by: Caroline Mwongera - IFAD Country Representative

**Procurement Methods**  
 NS: National Shopping  
 IS: International Shopping  
 NCB: National Competitive Bidding  
 ICB: International Competitive Bidding  
 LIB: Limited (International) Bidding

Version		1 (At Design) 19-Apr-24		Process					Contract Award & Signature											
AWP/Component Ref	No	Description	Bid Invitation Date	Bid Closing-Opening	Bid Evaluation			Plan vs. Actual	Issue of NOTA&Standstill	Date Contract Award	Submission of Draft Contract	No-Objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	Remarks	
					Submission Tech Eval Rpt	No-objection Date	Submission Combined Eval Rpt*													No-objection Date
G1		Print training manuals in seed production - sorghum, sesame, groundnut	1-Jul-25	15-Jul-25	N/A	N/A	22-Jul-25	N/A	N/A	28-Jul-25	2-Aug-25	N/A	6-Aug-25			36 000.00	-			
G2		Supply and installation of facility for supplementary irrigation of basic seed (Storage tank, irrigation pipes, and sprinklers)	8-Apr-26	23-May-26	N/A	N/A	13-Jun-26	20-Jun-26	Plan	23-Jun-26	8-Jul-26	13-Jul-26	20-Jul-26	24-Jul-26		170 000.00	-			
G3		Supply and install Solar system for irrigation facility at Palataka National Basic seeds Centre	8-Apr-26	8-May-26	N/A	N/A	22-May-26	29-May-26	Plan	1-Jun-26	16-Jun-26	21-Jun-26	28-Jun-26	2-Jul-26		50 000.00	-			
G4		Supply of 4No Weather Stations to participating countries	1-Jul-26	15-Jul-26	N/A	N/A	22-Jul-26	N/A	Plan	N/A	28-Jul-26	2-Aug-26	N/A	6-Aug-26		40 000.00	-			
G5		Procurement of 6No Motor cycles (for extension)	31-Jul-25	14-Aug-25	N/A	N/A	21-Aug-25	N/A	Plan	N/A	27-Aug-25	1-Sep-25	N/A	5-Sep-25		25 000.00	-			
G6		Procurement of 2No Fiberglass boats equipped with outboard engines (for extension services)	1-May-25	15-May-25	N/A	N/A	22-May-25	N/A	Plan	N/A	28-May-25	2-Jun-25	N/A	6-Jun-25		16 000.00	-			
G7		Supply of Agriculture extension kits	16-Mar-25	30-Mar-25	N/A	N/A	6-Apr-25	N/A	Plan	N/A	12-Apr-25	17-Apr-25	N/A	21-Apr-25		28 000.00	-			
G8		Supply of solar radios	31-Mar-25	14-Apr-25	N/A	N/A	21-Apr-25	N/A	Plan	N/A	27-Apr-25	2-May-25	N/A	6-May-25		13 000.00	-			
G9		Supply of Solar Fish Dryers	16-May-25	30-May-25	N/A	N/A	6-Jun-25	N/A	Plan	N/A	12-Jun-25	17-Jun-25	N/A	21-Jun-25		20 000.00	-			
G10		Supply of land preparation, weeding, harvesting and postharvest machineries and equipment	8-Jun-25	23-Jul-25	N/A	N/A	13-Aug-25	20-Aug-25	Plan	23-Aug-25	7-Sep-25	12-Sep-25	19-Sep-25	23-Sep-25		1 200 000.00	-			
G11		Procurement of 2No project Vehicles	24-Jun-25	24-Jul-25	N/A	N/A	7-Aug-25	14-Aug-25	Plan	17-Aug-25	1-Sep-25	6-Sep-25	13-Sep-25	17-Sep-25		70 000.00	-			
G12		Procurement of 13No desktop computers and 4No printers	16-Jul-25	30-Jul-25	N/A	N/A	6-Aug-25	N/A	Plan	N/A	12-Aug-25	17-Aug-25	N/A	21-Aug-25		19 000.00	-			

**Procurement Plan - WORKS**  
**SOUTH SUDAN**  
**Sustainable Agricultural Development Project (SADEP)**

Project ID:  
 Prepared by: Robert Maina Waganja - IFAD Procurement Consultant  
 Approved by: Caroline Mwangera - IFAD Country Representative

	USD	LCU	
<b>Total Amount</b>	<b>1 604 500.00</b>	<b>0.00</b>	<b>Plan</b>
	<b>0.00</b>	<b>0.00</b>	<b>Actual</b>
From:	0.00	0.00	Plan
Consulting:	0.00	0.00	Actual

Version		Basic Data													Pre-Qualification						Bidding	
AWPR/Component Ref	No	Description	Non Consulting	Funding	Lot No/Description	Project Area or Procuring Entity	Plan vs. Actual	Pre- or Post Qualification	Prior or Post Review	Procurement Method	Envelopes	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of PreQual Docs	No Objection Date	PreQual Invitation Date	PreQual Closing Date	Submission of PreQual Report	No Objection Date	Submission of BO	No-objection Date
	W1	Fencing 15Ha of land at Palatoka National Basic seeds Centre		FAD		SPCU	Plan	Post-Qual	Prior Review	NS	1	87 500.00	-	Plan	N/A	N/A	N/A	N/A	N/A	N/A	1-Jun-26	5-Jul-25
							Actual							Actual								
	W2	Construction of flood protection dykes at Awel Irrigation Rice Scheme		FAD		SPCU	Plan	Post-Qual	Prior Review	NS	1	49 000.00	-	Plan	N/A	N/A	N/A	N/A	N/A	N/A	1-Jun-26	N/A
							Actual							Actual								
	W3	Construction of 2No Fish landing sites		FAD		SPCU	Plan	Post-Qual	Prior Review	ICB	1	1 000 000.00	-	Plan	N/A	N/A	N/A	N/A	N/A	N/A	1-Jul-26	8-Jul-26
							Actual							Actual								
	W4	Irrigation system construction and installation works at the Palatoka National basic seed center		FAD		SPCU	Plan	Post-Qual	Prior Review	NCB	1	288 000.00	-	Plan	N/A	N/A	N/A	N/A	N/A	N/A	25-Jul-26	22-Jul-26
							Actual							Actual								
	W5	Construction of Multiple Use Water Systems (MUS)		FAD		SPCU	Plan	Post-Qual	Prior Review	NS	1	100 000.00	-	Plan	N/A	N/A	N/A	N/A	N/A	N/A	30-Jul-26	6-Aug-26
							Actual							Actual								
	W6	Construction of 2No storage facilities (500 - 1,000 quintal)		FAD		SPCU	Plan	Post-Qual	Prior Review	NCB	1	200 000.00	-	Plan	N/A	N/A	N/A	N/A	N/A	N/A	1-Aug-26	8-Aug-26
							Actual							Actual								

**Procurement Plan - WORKS**

**SOUTH SUDAN**

**Sustainable Agricultural Development Project (SADE)**

**Project ID:**

Prepared by: Robert Maina Waganja - IFAD Procurement Consultant

Approved by: Caroline Mwangera - IFAD Country Representative

**Procurement Methods**  
 NS: National Shopping  
 IS: International Shopping  
 NCS: National Competitive Bidding  
 SCB: International Competitive Bidding  
 L1B: Limited (International) Bidding

Version		1 (Rt Design) 15-Apr-24		Process				Bid Evaluation				Contract Award & Signature									
AWPR/Component Ref	No	Description	Bid Invitation Date	Bid Closing/Opening	Submission Tech Eval Fgt	No-objection Date	Submission Combined Eval Fgt	No-objection Date	Plan vs. Actual	Issue of NOTA/Contract	Date Contract Award	Submission of Draft Contract	No-objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (SUD)	Date Contract Completion	Remarks	
	W1	Fencing 15Ha of land at Palatka National Basic seeds Centre	6-Jul-25	20-Jul-25	25-Jul-25	30-Jul-25	N/A	N/A	Plan	N/A	N/A	4-Aug-25	10-Aug-25	15-Aug-25			67 000.00	-			
									Actual												
	W2	Construction of flood protection dykes at Awel Irrigation Rice Scheme	2-Jun-26	16-Jun-26	N/A	N/A	23-Jun-26	N/A	Plan	N/A	29-Jun-26	4-Jul-26	N/A	8-Jul-26			49 000.00	-			
									Actual												
	W3	Construction of 2No Fish landing sites	10-Jul-26	24-Aug-26	N/A	N/A	14-Sep-26	21-Sep-26	Plan	24-Sep-26	9-Oct-26	14-Oct-26	21-Oct-26	25-Oct-26			1 000 000.00	-			
									Actual												
	W4	Irrigation system construction and installation works at the Palatka National basic seed center	24-Jul-26	23-Aug-26	N/A	N/A	6-Sep-26	13-Sep-26	Plan	16-Sep-26	1-Oct-26	6-Oct-26	13-Oct-26	17-Oct-26			188 000.00	-			
									Actual												
	W5	Construction of Multiple Use Water Systems (MUS)	7-Aug-26	21-Aug-26	N/A	N/A	28-Aug-26	4-Sep-26	Plan	N/A	10-Sep-26	15-Sep-26	22-Sep-26	26-Sep-26			100 000.00	-			
									Actual												
	W6	Construction of 2No storage facilities (500 - 1,000 quintal)	10-Aug-26	9-Sep-26	N/A	N/A	23-Sep-26	30-Sep-26	Plan	3-Oct-26	18-Oct-26	23-Oct-26	30-Oct-26	3-Nov-26			200 000.00	-			
									Actual												

**Procurement Plan - Consulting**

**SOUTH SUDAN**

**Sustainable Agricultural Development Project (SADEP)**

Project ID:  
 Prepared by: Robert Maina Waiganjo - IFAD Procurement  
 Consultant  
 Approved by: Caroline Mwangera - IFAD Country  
 Representative

	USD	LCU	
<b>Total Amount</b>	<b>1 808 000.00</b>	<b>0.00</b>	Plan
	<b>0.00</b>	<b>0.00</b>	Actual
Non-Consulting:	0.00	0.00	Plan
	0.00	0.00	Actual
Grants:	0.00	0.00	Plan
	0.00	0.00	Actual

Version		Basic Data										EDI Shortlist Procedure						Proposal Process				
4/Component	Ni	Description*	Grant	Non Consulting	Funding	Project Area or Procuring Entity	Plan vs. Actual	Shortlist (Yes/No)	Prior or Post Review	Procurement Method	Amount (USD)	Amount (LCU)	Plan vs. Actual	Submission of EDI	No Objection Date	EDI Launch Date	EDI Submission Deadline	Submission of Shortlist Report	No Objection Date	Submission of RFP/ICQ	No-objection Date	RFP/ICQ Launch Date
	C1	Third-party Implementing Agency			IFAD	SFCU	Plan	Yes	Prior Review	GCBS	1 200 000.00	-	Plan	15-Mar-25	22-Mar-25	24-Mar-25	7-Apr-25	21-Apr-25	28-Apr-25	2-May-25	9-May-25	11-May-25
							Actual				-	-	Actual									
	C2	Baseline studies			IFAD	SFCU	Plan	Yes	Prior Review	CGS	50 000.00	-	Plan	25-Mar-25	1-Apr-25	3-Apr-25	24-Apr-25	8-May-25	15-May-25		7-Jan-24	9-Jan-24
							Actual				-	-	Actual									
	C3	Consulting service to develop Farmers Field School (FFS) curricula			IFAD	SFCU	Plan	Yes	Prior Review	CGS	44 000.00	-	Plan	15-Jul-25	22-Jul-25	24-Jul-25	14-Aug-25	28-Aug-25	4-Sep-25	5-Jan-24	22-Jan-24	14-Jan-24
							Actual				-	-	Actual									
	C4	Consulting service for Development of video-based extension platform			IFAD	SFCU	Plan	Yes	Prior Review	GCBS	88 000.00	-	Plan	15-Jun-25	22-Jun-25	24-Jun-25	8-Jul-25	22-Jul-25	29-Jul-25	2-Aug-25	9-Aug-25	11-Aug-25
							Actual				-	-	Actual									
	C5	Feasibility Study, detailed design, and ESA for an irrigation system and Climate Resilient Fish Landing Sites			IFAD	SFCU	Plan	Yes	Prior Review	GCBS	100 000.00	-	Plan	15-Aug-25	22-Aug-25	24-Aug-25	7-Sep-25	21-Sep-25	28-Sep-25	2-Oct-25	9-Oct-25	11-Oct-25
							Actual				-	-	Actual									
	C6	Construction supervision of fish landing sites			IFAD	SFCU	Plan	Yes	Prior Review	GCBS	100 000.00	-	Plan	15-Sep-26	22-Sep-26	24-Sep-26	8-Oct-26	22-Oct-26	29-Oct-26	2-Nov-26	9-Nov-26	11-Nov-26
							Actual				-	-	Actual									
	C7	Feasibility assessment and establishment of technical specifications for ice making plants			IFAD	SFCU	Plan	No	Post Review	ICS	8 000.00	-	Plan	15-Sep-26	N/A	17-Sep-26	8-Oct-26	22-Oct-26	N/A	15-Sep-26	N/A	17-Sep-26
							Actual				-	-	Actual									
	C8	Feasibility Study, detailed design, and ESA for an irrigation system at the Paipaka National basic seed center			IFAD	SFCU	Plan	Yes	Post Review	CGS	20 000.00	-	Plan	15-May-25	N/A	17-May-25	7-Jun-25	21-Jun-25	N/A	25-Jun-25	N/A	27-Jun-25
							Actual				-	-	Actual									
	C9	Construction supervision of irrigation system at the Paipaka National basic seed center			IFAD	SFCU	Plan	Yes	Post Review	CGS	16 000.00	-	Plan	30-Sep-25	N/A	2-Oct-25	23-Oct-25	6-Nov-25	N/A	10-Nov-25	N/A	12-Nov-25
							Actual				-	-	Actual									
	C10	Pre-feasibility Rapid Assessment for Development of Multiple-Use Water Systems (MUS)			IFAD	SFCU	Plan	Yes	Post Review	CGS	18 000.00	-	Plan	15-Jun-25	N/A	17-Jun-25	8-Jul-25	22-Jul-25	N/A	26-Jul-25	N/A	28-Jul-25
							Actual				-	-	Actual									
	C11	Feasibility Study and detailed design for Multiple-Use Water Systems (MUS)			IFAD	SFCU	Plan	Yes	Prior Review	CGS	44 000.00	-	Plan	15-Oct-25	22-Oct-25	24-Oct-25	14-Nov-25	28-Nov-25	5-Dec-25	9-Dec-25	16-Dec-25	18-Dec-25
							Actual				-	-	Actual									
	C12	Design and works supervision for 4No small-medium capacity storage facilities for crop production			IFAD	SFCU	Plan	Yes	Prior Review	CGS	30 000.00	-	Plan	15-Jun-26	22-Jun-26	24-Jun-26	15-Jul-26	29-Jul-26	5-Aug-26	9-Aug-26	16-Aug-26	18-Aug-26
							Actual				-	-	Actual									
	C13	Consulting service for Development of a Knowledge Management and Communication Strategy			IFAD	SFCU	Plan	Yes	Prior Review	CGS	40 000.00	-	Plan	15-Oct-25	22-Oct-25	24-Oct-25	14-Nov-25	28-Nov-25	5-Dec-25	9-Dec-25	16-Dec-25	18-Dec-25
							Actual				-	-	Actual									
	C14	Consulting service for Development of a Programme Knowledge Management Portal			IFAD	SFCU	Plan	Yes	Prior Review	CGS	50 000.00	-	Plan	15-Oct-25	22-Oct-25	24-Oct-25	31-Oct-25	14-Nov-25	21-Nov-25	25-Nov-25	2-Dec-26	4-Dec-26
							Actual				-	-	Actual									

**Procurement Plan - Consulting**  
**SOUTH SUDAN**  
**Sustainable Agricultural Development Project (I)**  
**Project ID:**  
 Prepared by: Robert Maina Waigarijo - IFAD Procurement  
 Consultant  
 Approved by: Caroline Mwangera - IFAD Country  
 Representative

**Selection Methods**  
 QCBS: Quality and Cost-Based Selection  
 QBS: Quality-Based Selection  
 COS: Selection by Consultants' Qualifications (shortlist is required for this method)  
 LCS: Least-Cost Selection  
 FBS: Fixed Budget Selection  
 ICS: Individual Consultants Selection (shortlist is required for this method)  
 SSS: Sole Source Selection  
 Selection (Design/P&M): Single Sourcing established in the project design or implementation manual

Version		Evaluation					Contract Award & Signature													
I/Component	No	Description*	Proposal submission deadline	Submission of TER	No objection Date	Submission of CER	No objection Date	Plan vs. Actual	Issue of NOTA/Standstill	Date Contract Award	Negotiations completed	Submission of Draft Contract	No objection Date	Date Contract Signature	Contract No.	Vendor Name/ID	Amount (USD)	Amount (LCU)	Date Contract Completion	Remarks
	C1	Third party implementing Agency	25-Jun-25	9-Jul-25	16-Jul-25	30-Jul-25	6-Aug-25	Plan	9-Aug-25	24-Aug-25	8-Sep-25	13-Sep-25	20-Sep-25	24-Sep-25			1 200 000.00	-		
								Actual												
	C2	Baseline studies	30-Jan-24	31-Jan-24	6-Feb-24	13-Feb-24	25-Feb-24	Plan			28-Feb-24	1-Mar-24	5-Mar-24	10-Mar-24			50 000.00	-		
								Actual												
	C3	Consulting service to develop Farmers Field School (FFS) curricula	4-Feb-24	N/A	N/A	18-Feb-24	25-Feb-24	Plan	N/A	2-Mar-24	16-Mar-24	21-Mar-24	28-Mar-24	1-Apr-24			44 000.00	-		
								Actual												
	C4	Consulting service for Development of video based e-extension platform	25-Sep-25	9-Oct-25	16-Oct-25	30-Oct-25	6-Nov-25	Plan	9-Nov-25	24-Nov-25	9-Dec-25	14-Dec-25	21-Dec-25	25-Dec-25			88 000.00	-		
								Actual												
	C5	Feasibility Study, detailed design, and ESA for small scale and Climate Resilient Fish Landing Sites	25-Nov-25	9-Dec-25	16-Dec-25	30-Dec-25	6-Jan-26	Plan	9-Jan-26	24-Jan-26	8-Feb-26	13-Feb-26	20-Feb-26	24-Feb-26			100 000.00	-		
								Actual												
	C6	Construction supervision of fish landing sites	26-Dec-26	9-Jan-27	16-Jan-27	30-Jan-27	6-Feb-27	Plan	9-Feb-27	24-Feb-27	11-Mar-27	16-Mar-27	23-Mar-27	27-Mar-27			100 000.00	-		
								Actual												
	C7	Feasibility assessment and establishment of technical specifications for ice making plants	9-Oct-26	N/A	N/A	22-Oct-26	N/A	Plan	N/A	28-Oct-26	11-Nov-26	16-Nov-26	N/A	20-Nov-26			8 000.00	-		
								Actual												
	C8	Feasibility Study, detailed design, and ESA for an Irrigation system at the Palatka National basic seed center	18-Jul-25	N/A	N/A	1-Aug-25	N/A	Plan	N/A	7-Aug-25	21-Aug-25	26-Aug-25	N/A	30-Aug-25			20 000.00	-		
								Actual												
	C9	Construction supervision of Irrigation system at the Palatka National basic seed center	9-Dec-25	N/A	N/A	17-Dec-25	N/A	Plan	N/A	23-Dec-25	6-Jan-26	11-Jan-26	N/A	15-Jan-26			16 000.00	-		
								Actual												
	C10	Prefeasibility Rapid Assessment for Development of Multiple-Use Water Systems (MUS)	18-Aug-25	N/A	N/A	1-Sep-25	N/A	Plan	N/A	7-Sep-25	21-Sep-25	26-Sep-25	N/A	30-Sep-25			18 000.00	-		
								Actual												
	C11	Feasibility Study and detailed design for Multiple-Use Water Systems (MUS)	8-Jan-26	N/A	N/A	22-Jan-26	29-Jan-26	Plan	N/A	4-Feb-26	18-Feb-26	23-Feb-26	2-Mar-26	6-Mar-26			44 000.00	-		
								Actual												
	C12	Design and works supervision for 4No small-medium capacity storage facilities for crop production	8-Sep-26	N/A	N/A	22-Sep-26	29-Sep-26	Plan	N/A	5-Oct-26	19-Oct-26	24-Oct-26	31-Oct-26	4-Nov-26			30 000.00	-		
								Actual												
	C13	Consulting service for Development of a Knowledge Management and Communication Strategy	9-Jan-26	N/A	N/A	22-Jan-26	29-Jan-26	Plan	N/A	4-Feb-26	18-Feb-26	23-Feb-26	2-Mar-26	6-Mar-26			40 000.00	-		
								Actual												
	C14	Consulting service for Development of a Programme Knowledge Management Portal	25-Dec-26	N/A	N/A	8-Jan-27	15-Jan-27	Plan	N/A	21-Jan-27	4-Feb-27	9-Feb-27	16-Feb-27	20-Feb-27			50 000.00	-		
								Actual												





## South Sudan

---

### **Sustainable Agricultural Development Project Project Design Report**

### **Annex 9: Project Implementation Manuals**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department







Investing in rural people

## **Republic of South Sudan**

---

### **Sustainable Agricultural Development Project (SADEP)**

#### **PROJECT IMPLEMENTATION MANUAL (PIM)**

## **OVERVIEW OF THE PROJECT IMPLEMENTATION MANUAL**

PART I: FRAMEWORK AND RESPONSIBILITIES .....	9
PART II: DETAILED IMPLEMENTATION MODALITIES.....	28
PART III: PROJECT PROCEDURES .....	82
PART IV: ANNEXES.....	98

## DETAILED TABLE OF CONTENTS

Overview of the Project Implementation Manual .....	2
Detailed Table of Contents .....	3
List of Figures .....	5
List of Tables .....	5
List of Textboxes .....	5
Abbreviations and Acronyms .....	6
<b>PART I: FRAMEWORK AND RESPONSIBILITIES .....</b>	<b>10</b>
I.1: Definitions .....	10
I.2: Project Overview .....	11
I.3: Targeting strategies .....	13
I.3.1: geographical targeting and project intervention area.....	14
I.3.2: Gender and Youth Strategies .....	18
I.3.3: Food and Nutrition Security Strategies.....	21
I.3.4: Grievance Redress Mechanism (GRM) .....	21
I.4: Climate and Environment .....	21
I.5: Institutional arrangements and responsibilities .....	22
I.5.1: Implementing Partners .....	22
I.5.2: Project Coordination Unit (PCU) .....	24
I.5.3: Project Governance Structures .....	24
I.5.4: Partnerships .....	26
<b>PART II: DETAILED IMPLEMENTATION MODALITIES .....</b>	<b>30</b>
II.1: Start-up .....	30
II.2: Component 1: Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food .....	31
II.2.1: <i>Subcomponent 1.1: Community-Led Planning and Prioritization –</i> .....	31
II.2.2: <i>Subcomponent 1.2: Sustainable and Climate-Smart Nutrition-Sensitive Production Systems</i> .....	35
II.3: Component 2: Enhanced Capacity for Postharvest Management and Handling .....	56
II.3.1: <i>Subcomponent 2.1: Community-Led and Resilient Rural Infrastructure</i> .....	56
II.3.2: <i>Subcomponent 2.2: Capacity Building and Inclusive Post-Harvest Technologies and Practices</i> .....	71
Activity 1: Community Capacity enhanced to reduce fish post-harvest losses .....	73
II.4: Component 3: Institutional and Policy Strengthening, Project Coordination and Management .....	89
II.4.1: <i>Subcomponent 3.1: Institutional Strengthening and Policy Support</i> .....	89

II.5: IFAD Supervision .....	91
II.6: MTR.....	91
II.7: Project completion.....	92
PART III: PROJECT PROCEDURES .....	93
III.1: Planning and AWPB development.....	93
III.2: Monitoring and evaluation .....	95
III.3: Knowledge management, learning and communication.....	103
III.4: Financial management.....	108
III.5: Procurement .....	109
PART IV: ANNEXES.....	179
Annex 1. Staff Performance Assessment.....	180
Annex 2. Scope of Work for the Implementing Agency.....	189
Annex 3: Terms of Reference for Third-Party IPs staff .....	190
Annex 4: Terms of Reference for PCU staff .....	203
Terms of Reference for Environmental and Social Safeguard Specialist .....	214
Annex 5: Other Terms of Reference .....	224
Annex 6: Guidelines for Preparation of Annual Work Plan and Budget and Progress Reports.....	241

**LIST OF FIGURES**

**LIST OF TABLES**

**LIST OF TEXTBOXES**

**ABBREVIATIONS AND ACRONYMS**

AfDB	African Development Bank
AMVAT AU	Agricultural Markets, Value Addition and Trade Development Project African Union
AWPB	Annual Work Plan and Budget
BIA CAADP	Beneficiary Impact Assessment Comprehensive Africa Agriculture Development Programme
CAMP	Comprehensive Agriculture Master Plan
CAP CAD CAHWs	Community Action Plan County Agricultural Department Community Animal Health Workers
CBFO	Community Based Financial Organization
CBM&E	Community-Based Monitoring and Evaluation
CBO	Community Based Organization
CDC	County Development Committee
CDD	Community-Driven Development
CoE	Council of Elders
COSOP	Country Strategic Opportunities Programme
COVID-19 CPMT	Coronavirus Disease of 2019 Country Programme Management Team
CSN	Country Strategy Note
CSO DSF	Civil Society Organisation Debt Sustainability Framework
DRC	Democratic Republic of Congo
EA EFA	Environmental Assessment Economic and Finance Analysis
EIRR	Economic Internal Rate of Return
ENRM	Environmental and Natural Resources Management
ESMF	Environmental and Social Management Framework
FAO	Food and Agriculture Organisation of the United Nations
FDI FIPS	Foreign Direct Investment Faster Implementation for Project Start-Up
FM FSL	Financial Management Food Security and Livelihood

GAM	Global Acute Malnutrition
GAP	Good Agricultural Practices
GBV GCF	Gender Based Violence Global Climate Facility
GDI	Gender Development Index
GDP GEF GIZ	Gross Domestic Product Global Environment Facility German International Corporation
GNI	Gross National Income
GoSS	Government of South Sudan
GRM	Grievance Redress Mechanism
HDI HPD ICT	Human Development Index Humanitarian Peace Development Information and Communication Technology
IDMP	Irrigation Development Master Plan
IDP IFAD	Internally Displaced Person International Fund for Agriculture Development
IFI ILO IMF INGO	International Financing Institution International Labour Organization International Monetary Fund International Non-Governmental Organization
IP	Implementation Partner
KM	Knowledge Management
LIPWs LG	Labour Intensive Public Works Local Government
MAD	Minimum Acceptable Diet
MAFS	Ministry of Agriculture and Food Security
M&E	Monitoring and Evaluation
ME&L	Monitoring Evaluation and Learning (ME&L)
MFI MIS	Microfinance Institution Management Information System
MTR MSME	Mid-Term Review Micro Small and Medium Enterprises
NBS	National Bureau of Statistics
NALEP NAC NAPA	National Agriculture and Livestock Extension Policy National Advisory Committee National Adaptation Programme of Action



NDC	Nationally Determined Contribution
NGO NNGO	Non-Governmental Organisation National Non-Governmental Organization
NPV NTC NDC	Net Present Value National Technical Committee National Determined Contributions
PCP	Public Consultation Plan
PCR	Project Completion Review
PCRRDP	Post-Crisis Rural Recovery and Development Programme
PDO	Project Development Objective
PDR PDT PCU	Project Design Report Project Delivery Team Project Coordination Unit
PFM	Public Financial Management
PIM PMU	Project Implementation Manual Project Management Unit
PO	Producer Organization
PP 4P PSC PTC PTL RALP	Procurement Plan Private, Public, Producer Partnership Project Steering Committee Project Technical Committee Project Technical Lead Resilient Agriculture and Livelihood Project
RBAs R-ARCSS RPO SABRELA	Rome-Based Agencies Revitalized Agreement on the Resolution of Conflict in Republic of South Sudan Rural Producers' Organization Strengthening Adaptation through Institutional Building and Resilient Livelihoods in South Sudanese Agro-pastoral Landscapes
SACCO SADEP SAM	Savings and Credit Cooperative Organization Sustainable Agriculture Development Project Smallholder Agricultural Markets
SDG	Sustainable Development Goal
SECAP SFBS	Social, Environmental and Climate Assessment Procedures Strengthening Farmer Business School
SMS SNRES	Subject Matter Specialists School of Natural Resources and Environment Studies
SO SPCU STASS SSAPU	Strategic Objective Single project Coordination Unit Seed Trade Association of South Sudan South Sudan Agricultural Produce Union

SSC SUN	State Steering Committee Scaling Up Nutrition
SSDI	South Sudan Development Initiative
SSDP SSERLP SNRES	South Sudan Development Plan South Sudan Emergency Resilience and Livelihood Project School of Natural Resources and Environment Studies
SSLDP	South Sudan Livelihood Development Project
SSLRP	South Sudan Livelihood and Resilience Project
SSNBS SSSNP	South Sudan National Bureau of Statistics South Sudan Safety Net Project
SSP SPCU SSTC	South Sudan Pound Single Project Coordination Unit South to South Technical Cooperation
STRERP	Short-Term Regional Emergence Response Project
SWC	Soil and Water Conservation
TA	Technical Assistance
ToC TPIP VSLA TVET UNCCD UNFCCC UNSDCF	Theory of Change Third-party Implementing Partner Village Saving and Loan Association Technical Education and Vocational Training United National convention to combat Desertification United Nation Framework Convention on Climate Change United Nation Sustainable Development Corporation Framework
UNDP UNHCR	United Nations Development Programme United National High Commission for Refugees
UNICEF UNESCO	United Nations International Children’s Emergency Fund United Nation Educational Scientific and Cultural Organization
USD VAM	United States Dollar Vulnerability Analysis and Mapping
VDC	Village Development Committees
WASH WHO	Water, Sanitation and Hygiene World Health Organization
WOP	Without Project
WP WVI	With Project World Vision International

## PART I: FRAMEWORK AND RESPONSIBILITIES

### I.1: DEFINITIONS

1. **Farmer Field School (FFS) approach** – It is a methodology that was originally developed by the Food and Agriculture Organization (FAO) as a participatory approach for people-centred learning. Practical field exercises using direct observation, discussion and decision making encourage learning-by-doing and participants can exchange knowledge in a risk-free environment. Local knowledge and outside scientific insights are tested, validated and integrated directly in farmers' fields, under their localized ecosystems and socio-economic settings.
2. **Food Insecurity** – It is the inability to obtain sufficient food (in terms of calories) and other essential goods and services to lead a healthy life.
3. **Implementing Agencies (IA)** – It is the agency assigned the responsibility of implementation of the project. It leads the participatory process of preparing the Annual Work Plan and Budget (AWPB) and receives funding to support implementation of the approved activities.
4. **Nutrition-related Knowledge, Attitude and Practices (KAP) survey** – It assesses and explores people's KAP relating to nutrition, diet, foods and closely related hygiene and health issues. KAP studies are mainly used to: a) collect key information during a situation analysis, feeding into the design of nutrition interventions; and b) to evaluate nutrition education interventions.
5. **Project Implementation Manual (PIM)** – It is an annex to the Project Design Report (PDR). It provides practical guidance to Project implementers on key implementation aspects. It describes in detail how the Project components and activities outlined in the PDR are intended to be implemented. The PIM outlines the detailed mechanisms, processes and procedures, formats, eligibility criteria, etc. which will ensure efficient Project implementation and achievement of the envisaged results. The PIM is a living document and may be updated at any time, as needs arise, during implementation.
6. **Time and Labour-Saving Technologies (TLST) and practices** – These are tools and equipment that reduce the drudgery and/or improve the efficiency of performing various farming, off-farm and household activities. These may include: a) the use of draught animals for land preparation, planting, weeding and rural transport; b) cooking on fuel efficient stoves; c) harvesting roof water for domestic purposes, agro processing and value addition, etc.
7. **Crisis Modifiers** – refers to innovative risk management tools that rely on greater flexibility in the development – humanitarian nexus, allowing for development funding to address urgent humanitarian needs that may prevent longer-term engagement, and erode the benefits from long-term development.
8. **Producer Organization** – any group of individuals with a common interest or social characteristic found operating along an agricultural value chain of interest, in this case sorghum or fisheries.
9. **Community Based Financial Organization** – The term 'community-based financial organization' (CBFO) covers a wide variety of entities that provide a range of financial products and services. CBFOs typically operate in remote areas that lack access to the formal financial services, and often without government regulation and oversight. Most CBFOs are self-governing, often relying on volunteers. These basic features allow CBFOs to play a powerful role in achieving other aspects of IFAD's social mission, such as empowering women and helping isolated communities to access public services<sup>1</sup>.
10. **Cluster definition** – In this document, a "cluster" is a term used to refer to several neighbouring bomas sharing natural resources. It has no administrative significance but

---

<sup>1</sup>IFAD (2014): Community Based Financial Organizations – Inclusive Rural Financial Services

locates the combined population in the specific land area upon which they depend and provides the project with a convenient unit for planning and operational purposes. Each cluster will include various common economic interest groups, such as Farmer Based Organisations and VSLAs, alongside non-profit community structures.

11. **Rural Institution (RI)** – It is used here for a production-related group and Micro-, Small- and Medium-Enterprise (MSME) for any business set up for other purposes.

## I.2: PROJECT OVERVIEW

12. The Sustainable Agricultural Development Project (SADEP) was jointly designed by the Government of South Sudan (GoSS) and the International Fund for Agricultural Development (IFAD). Its rationale is premised on the fact that, due to the effects of protracted internal conflicts, floods, drought, desert locust invasion, the COVID-19 and Ukraine crises, 87% of the population in country require relief and development assistance. As per the Fragility Assessment and SECAP Review Note, South Sudan is in a post-conflict situation and needs increased support to address drivers of fragility that impede the development of the food system. Food production challenges, exacerbated by food price inflation, is causing severe levels of malnutrition, with around 65% of the population (7.8 million people) estimated to have faced acute food insecurity during the 2023 lean season and estimated 1.4 million children malnourished<sup>2</sup>. Hunger and food insecurity combined create fertile ground for conflict and consequently, deepen poverty and malnutrition in a vicious cycle. IFAD will use a community driven development approach (CDD) to address the underlying challenges faced by rural farming and fishing communities in South Sudan. Through the approach, SADEP will focus on institutional strengthening including at community level to develop trust and shared vision; and to strengthen advisory services provided by public institutions for achieving food and nutrition security.

13. SADEP will achieve the objective through a focus on sorghum systems and fisheries value chains. As outlined in the country's Country Food and Agriculture Delivery Compact, fish and sorghum are among the value chains holding the most potential for food security, nutrition and income generation. Cereal value chains (particularly sorghum and maize) make up about 49% of the diet in South Sudan<sup>3</sup> and of these, sorghum is mostly produced by smallholder farmers and provides a better alternative for climate adaptation due to its drought tolerance. In Sorghum systems, farmers grow sorghum and groundnut , which have nutrition and soil fertility enhancement benefits. Moreover, fisheries and aquaculture resources are abundant and underutilized, with fisheries production estimated at 114 000 tonnes per year (but official statistics report only 32 000 tonnes), which is considerably less than 200 000 tonnes considered to be the sustainable threshold of fish production<sup>4</sup>.

14. Project Goal is to 'contribute to enduring peace and reduced poverty' and its Development Objective is to 'enhance resilience<sup>5</sup>, food and nutrition security for target communities'.

15. SADEP will be implemented with particular emphasis on the following themes:

- **Gender** – Gender inequality in access to resources and participation in decision making is deeply rooted in the social fabric. Women and girls undertake a large portion of the labour associated with household production activities but have limited say in decision making. While SADEP is not a gender transformative Project, its strategy will contribute to the empowerment of women, promoting equity in access to and control over productive and post-harvest assets and decision making through climate resilient

<sup>2</sup>South Sudan: Acute Food Insecurity Situation 2023-2024: <https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1156667/?iso3=SSD>.

<sup>3</sup>World Bank Group 2019.

<sup>4</sup><https://www.fao.org/fishery/en/facp/ssd>.

<sup>5</sup>Includes climate resilience

interventions including those that reflect women’s double burden of household work and productive activities.

- **Youth Sensitive** – SADEP is a youth-sensitive Project. Nearly 70% of the population is under 30 years old. Limited livelihood and employment opportunities drive high youth unemployment rates, estimated at 29%. This leads to disengagement from school, workplace exploitation and the recruitment of young men into armed groups, undermining social cohesion and prospects for peace. SADEP will target male and female youth (each group with a minimum of 40% eligible youth), adding their membership to producer and/or community organisations as precondition for community participation in the Project. SADEP will support the establishment of youth-led enterprises along the selected value chains and will provide targeted production and post-harvest support, skills development and capacity building.
- **Food and Nutrition Security** – Despite a multitude of prevention efforts by various actors, progress in reducing malnutrition among women and children in South Sudan has been insufficient over the past decade. Children and women in South Sudan continue to suffer from unacceptably high levels of malnutrition. About 31.3% of children under five are stunted and yet wasting affects 22.7% of these children. Alarming, national Global Acute Malnutrition (GAM) levels exceed the WHO's emergency threshold of 15%, with most counties reporting above this threshold. Recent data also reveals a lack of progress in tackling anemia among women of reproductive age, with a persistent prevalence of 35.6%. Maternal malnutrition is significant, with 35% of women aged 15-49 being underweight<sup>6</sup>.
- South Sudan faces a dire situation with persistent high levels of acute food insecurity. Nationally, 76% of households are food insecure<sup>7</sup>. The most vulnerable populations are severely impacted by multiple factors, including frequent climate shocks. The latest IPC analysis report<sup>8</sup> shows that nearly half (46%, or 5.83 million people) in South Sudan face severe food insecurity (IPC Phase 3 or above), with over 1.64 million in a critical state (IPC Phase 4). South Sudanese food insecure households are characterized by higher prevalence of female headed households than male headed households and have higher dependency ratios, including disability and chronic illness status.
- SADEP is a nutrition-sensitive Project and will leverage the CDD approach and well-defined impact pathways to empower communities towards food and nutrition security. By focusing on community needs, SADEP will drive investments in fisheries, sorghum-based systems, post-harvest improvements, and technical skills training for producer groups. In addition, SADEP will utilize a multisectoral approach to ensure that nutrition sensitive interventions that are demand-driven will contribute to both food security and improved nutrition. In poorer rural areas facing recurrent food insecurity, a particular focus will be placed on reducing women's workload through improved access to productive services, technologies, and resources.
- **Environment and Climate** – South Sudan was ranked 176<sup>th</sup> out of 181 countries, inferring it to be an extremely vulnerable country and the 14<sup>th</sup> least ready country to combat the impacts of climate change<sup>9</sup>. In addition, the rate of deforestation and environmental degradation has been increasing over time. General circulation model projections indicate that temperatures may increase by 0.6–1.7°C by 2030 and by 1.1–3.1°C by 2060, relative to the baseline period of 1961–1990. Furthermore, future rainfall projections for the years 2010–2039 show reductions of over 150 millimeters

<sup>6</sup> Global Nutrition Report, 2023. <https://globalnutritionreport.org/resources/nutrition-profiles/africa/eastern-africa/south-sudan/>

<sup>7</sup> Food Security and Nutrition Monitoring System – Plus (FSNMS+) Round 27, June 2022

<sup>8</sup> IPC Acute Food Insecurity and Malnutrition Analysis, September 2023 – July 2024

<sup>9</sup> [South-Sudans-Second-Nationally-Determined-Contribution \(2\).pdf](#)

in rainfall. The frequency of droughts and floods are predicted to increase<sup>10</sup>. SADEP will support investments that would: a) enhance resilience of the community and ecosystem to climate change impacts by increasing adaptive capacity; and b) reduce deforestation through investing in land restoration.

16. *SADEP Components* – the Project’s development objective will be achieved through the effective implementation of two technical components and a third component focusing on institutional strengthening, policy support and project coordination. There is a fourth component that would serve as a mechanism to a quick response to emergency and disaster (RED). Following hereunder is a summary of the expected focus of the different components.

**17. Component 1: Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food** – This will focus on increasing production and productivity of targeted value chains through good agriculture practices, technologies, and climate-resilient infrastructures.

**18. Component 2: Enhanced Capacity for Postharvest Management and Handling** – Complementing Component 1, the objective of this component is to improve postharvest handling through a gender and youth lens by enhanced post-harvest management practices and technologies, business management and financial literacy skills.

**19. Component 3: Institutional Strengthening, Policy Support and Programme Coordination** – This will be a cross-cutting component servicing the technical components and facilitating pathways for the effective and efficient implementation of SADEP interventions. It will strengthen institutions for sustainable management of investments under the Project. Policy support will facilitate the development, review and update of policies and strategies in areas identified as essential for SADEP. Interventions for institutional strengthening and policy support will be informed by a needs and systems assessment that has already been undertaken by MAFS to identify gaps.

**20. Component 4: Response to Emergency and Disaster (RED)** – The SECAP review highlights South Sudan's high vulnerability to climate change, extreme weather events, and pest outbreaks. Predictions indicate that these challenges will continue to jeopardize livelihoods, food security, and the well-being of rural populations, including those dependent on agriculture and fisheries, in the coming years. The likelihood of these events to happen during the Project implementation is assessed as high. To mitigate these risks, a RED component is integrated within the SADEP Project. This component offers immediate support to affected populations, focusing on smallholder farmers and fishermen, complementing the national government-led response plans within the SADEP geographical area.

### **I.3: TARGETING STRATEGIES**

21. SADEP uses CDD as the operational foundation for reaching most vulnerable communities to enable their useful engagement both as drivers of interventions focus and implementers based on learning from other projects. CDD has been shown to not only increase participation but also contribute to increased perceptions of voice/agency, and more responsive community development. In many cases, this includes increased participation among marginalized groups such as women, displaced persons, and persons with disabilities. Additionally, SADEP interventions focus on supporting and funding public services (fisheries cold chain, sorghum seed research and production, community post-harvest management infrastructure etc.) While these services will benefit the general community, evidence shows that poor and vulnerable community members are especially likely to benefit from CDD. Thus, SADEP targeting strategies and mechanism integrate

---

<sup>10</sup> The Netherlands Ministry of Foreign Affairs (2018). Climate Change Profile: South Sudan. The Hague. <https://reliefweb.int/report/southsudan/climate-change-profile-south-sudan>

these key elements of success with participation and public goods at the centre of implementation.

### **I.3.1: GEOGRAPHICAL TARGETING AND PROJECT INTERVENTION AREA**

22. The project will be consolidated in four counties in three neighbouring states of: a) Terekeka (Central Equatoria); b) Mundri West (Western Equatoria); c) Mvolo (Western Equatoria); and d) Bor (Jonglei). The area is also characterized by the limited availability of surface water, degraded soils with poor nutrient value and low vegetative cover.

23. The geographical targeting strategy of SADEP considers a) high poverty prevalence; b) relatively secure and low conflict area; c) production potential and presence of economic opportunities relevant to the project (sorghum and fisheries value chain); and d) counties experiencing food and nutrition vulnerabilities as indicated by poor food security and nutrition indicators<sup>11</sup>. The selection also sought to consolidate IFAD's investments in fewer counties and achieve greater impact, rather than spreading resources too thinly across many areas. SADEP will also leverage partnership with other development actors within the counties to harmonize and align investments to promote efficiency and effectiveness of interventions.

24. Selection criteria of Payams and Bomas will be developed and validated with communities. These criteria include: (i) poverty and food insecurity; (ii) community interest and demand; (iii) synergies with other donor-supported projects; (iv) site potential (including sorghum production and fishing). The project will support existing rural institutions (producer organizations, VSLAs, associations etc.) in cluster of cooperatives as well as their registration at the MoA Agribusiness Department. The legal status of groups will not be considered as part of the selection criteria. The project will support registration and strengthening of informal groups as required.

25. **Selection of Payams** – The project will operate in 12 out of 27 of payams across the target counties. Within each county, 4 priority payams will be selected, informed by the County Profiles, in consultation with county administration and will follow the geographical criteria above in addition to:

- be easily accessible to allow regular access to the project team;
- Avoidance of overlap with payams from the SSLRP
- ethnic balance.
- Payams should be adjacent to each other to increase the project's impact, effectiveness, and efficiency and project monitoring;
- menu of interventions have potential for drawing interest and being developed;
- Climate vulnerability assessment for Payams with low to no adaptive capacity.

26. An elaborate community mobilisation and engagement plan will be developed to ensure social inclusion and full participation of the target beneficiaries.

27. **Selection of Bomas:** These will be selected in consultation with county and payam development committees.

28. **Target groups** – SADEP will target approximately **112,500** food insecure smallholder producers with targeted participation of **56,250** women (50%), **56,250** men and **45,000** youth (40%). The smallholder producers are divided into three livelihood types; crop farmers, agro-pastoralists, and fisher folks. SADEP's primary target groups will be the poorest, the poor and the vulnerable people and those who have little access to assets and opportunities due to social exclusion and marginalization. Farmers, especially the poor and the small producers in the poorest areas, suffer from three primary sets of constraints that inhibit the development of their livelihoods, food and nutrition security, and job creation: (i) low productivity related to poor infrastructures, inadequate production systems, and lack of access to appropriate technology inputs, knowledge and support

---

<sup>11</sup> Refer to detailed indicator analysis in the Nutrition Annex.

services; (ii) limited access to financial services (agricultural credit and loans) and markets; and (iii) vulnerability to the effects of climate change.

29. The poorest are the ones with not more than 1 ha cultivable land or are landless. These are mainly the poorest households and vulnerable groups including women, unemployed female and male youth between 18-35 years, and persons with disability.

30. SADEP will improve the livelihoods of the smallholder producers by enhancing productivity (soil and water conservation, water for production and inputs), value addition (postharvest infrastructure), improved access to markets and inputs. The smallholder producers will organise themselves into producer groups with common interests (both private and public good). While most nutrition benefits are directed at pregnant and lactating women, smallholder producers will also benefit from an increased production of diversified foods of high nutritional level through the CDPs and nutrition education targeting both men and women.

31. The poor households comprise of smallholders with less than 2 ha cultivable land whose livelihoods comprise smallholders whose livelihoods are more vulnerable to natural resource degradation and climate change risks. Also, in this group the support is focused on women, female and male youth and people with disability who are economic active.

32. The primary target groups are: (i) smallholder farmers sorghum producers and fisherfolks; (ii) female and male youth from 18 to 35 years old, involved in farming, fishing and off-farm activities; and (iii) farmers and entrepreneurs involved in community organisations (PO, VSLAs, associations) and value addition. It is expected that 50 per cent of direct beneficiaries will be women and 40 per cent will be youth as most of the rural areas are depopulated. Project will involve PWDs in the most appropriate segment of the selected value chains. The project will conduct a participatory process to target vulnerable, food and nutritional insecure smallholders. Market-oriented farmers with 2 to 10 ha cultivable land and larger private sector entities may only participate in project activities such as capacity-building if they offer employment or business opportunities to the targeted smallholder and poorest households.

33. About **Persons Living with Disabilities** (proportion)- The project's targeting strategy will consider disability within the confines of targeting strategy and promoted VCs, with the aim of supporting the initiatives and actions of persons with disabilities. They will be targeted through training and capacity building activities linked to service provision, income-generation and off-farm income opportunities. The PWDs will also be directly targeted for project activities depending on the nature of their disability- for example community facilitators, agro-processing). SADEP will define safe spaces (separate consultations) to enable them to voice their needs and concerns to be considered in the CDP development.

34. **Targeting strategy:** In line with IFAD's targeting guidelines, SADEP will reach the target group through a combination of geographical targeting, community targeting (i.e. PWDs), self-targeting and direct targeting mechanisms. In adherence to IFAD's mainstreaming objectives, the targeting will include special provisions regarding gender, youth, nutrition, climate vulnerability, and for PWD.

35. **Self-targeting** will be ensured through the participatory formulation of cluster level plans and group of RIs coming together which will serve as the key investment tools for directing project support to the communities. Participatory development of these planning and investment tools will ensure that the activities which are identified correspond to the priorities and capacities of the target group. Amongst other activities, the selection of pro-poor activities around the selected value chains which involve agricultural practices that generate high levels of rural employment, involve low input costs and contribute to food security and family nutrition, will lead to self-targeting.

36. For example, sorghum value chain in South Sudan is combined and / intercropped with sesame and groundnut which are characterized by high involvement of women in the collection, trading and processing which is a rich source of quality fatty acids and



contribute to family nutrition. Additionally, the fisheries value addition and processing domain is also characterized by high involvement of women and youth – a key focus for SADEP.

37. Similarly, the selection of agricultural and village enterprise related machinery/equipment will be based on the relevance of such tools in smallholdings and their labor reduction and time saving benefits for priority target groups such as women, PWD and female and male youth. Self-targeting will be facilitated through the use of gender-sensitive delivery systems (e.g. delivering non-residential training at village level respecting the appropriate timing for women). Moreover, capacity-building will be tailored to the needs of women, female and male youth and PWD based on continuous consultations with the beneficiaries in regularly organized consultative forums.

38. **Direct targeting:** Direct targeting will be one of the key mechanisms for reaching the poorest households and vulnerable groups. Direct targeting will aim at achieving the outreach targets of 70-80% very poor and poor households, and at least 40% women, at least 30% youth (15% young women; 15% young men), at least 5% PWD (within the groups of women and/or youth) participating in project activities.

39. The mechanism for maximizing outreach will prioritize targeting of existing Rural Institutions with at least 50% of poor and very poor including vulnerable groups. In case, such groups do not or insufficiently exist, the project will foster their formation. The project will also identify very poor beneficiaries who are not members of RIs and MSMEs and will promote their integration in such institutions, especially the ones that will be eligible for the more concessional project support.

40. For the RIs to be eligible for selected project activities; they should have at least a membership of 50% among the very poor (including vulnerable groups), 40% women, 30% youth and 10% PWDs. Eligibility criteria for direct targeting will be defined with the participation of community members in a transparent manner. Thus, direct targeting will start with the development of the cluster plans wherein the communities will categorize the households into different socio-economic groups based on participatory wealth ranking.

41. The women headed households, households with unemployed female and male youth, and PWD in the different socio-economic groups will also be identified during the process. Subsequently, the cluster plans developed will include the socio-economic profiles of the bomas and priority group (women, f/m youth, and PWD). The project will screen these cluster plans by checking that they comply with the direct targeting guidelines and by verifying that the details of the potential beneficiary households match their socio-economic and priority group status identified in the cluster plans.

42. Social inclusion will be pushed by measures such as organizing meetings or events, appropriate to women's time and venue constraints; encouraging the formation of from women-only groups; and ensuring women hold at least 30- 40% of leadership posts in project supported Rural institutions. SADEP will also promote access to productive land through sensitization across the Payams and Bomas on land tenure and access to land for the intended beneficiaries; engaging with local leaders to secure land for intending beneficiaries with no access to land; and making access to land by women and youth one of the preconditions for a community to participate in the project.

43. **Community and household<sup>12</sup> targeting.** Farmers will be targeted at both individual and group level using the boma/ cluster as the unit of aggregation point and working with existing groups and supporting the proposal of farmers for new groups. To facilitate identification of these grassroots organizations, SADEP will liaise with the MoA, MoF, other sector ministries. In each farmer's community groups, poor households, especially women and youth would be mobilized to be active participants in the whole process of

---

<sup>12</sup> based on the average of 6 persons per household

implementation, including the monitoring of activities. Women and Youth will be particularly targeted as service providers.

44. **Community mobilisation and engagement** – SADEP is anchored on CDD approach and as such the dynamism of targeting will be dependent on the community mobilisation and engagement under subcomponent component 1.1. The combination of social inclusion strategy, beneficiary selection criteria and community engagement technique will ensure that all views are given due consideration. SSLRP will ensure that the process is culturally, socially, and politically inclusive;

45. Community facilitators will work with community members and associations including representatives from Payam development committees (PDCs), Boma development committees (BDCs), to inform them about the project activities and fix a date for a meeting with the target community members. These members will be mobilised following orientation and entry process conducted in Bomas.

46. **Boma Orientations** – These will involve holding sessions in villages to inform the communities about the objectives and criteria for participation including the need for prioritisation of vulnerable households of women, youth and people with disabilities. Furthermore, the project will seek community consensus about the relevance of the planned activities and ascertain their interest in participating in the different interventions. To ensure inclusive participatory process, separate consultations will be held with different target groups, including re-integrated returnees, women, youth and persons with disabilities, to identify their key issues and determine how the concerns will be addressed through the various project components.

47. **Household Selection Criteria** – Household targeting will allow the programme to proactively mobilize all target households. These households will be identified based on wealth ranking involving women and men from the target communities after the community entry process (project has presented its objectives and targeting criteria). This will be followed by household visits to validate the community selection. This will be based on criteria specified by the project as well as that set by the community during PRA exercise. The criteria for selection of households will at minimum include, women headed households, re-integrated returnee households, and households with persons with disabilities.

#### **Selection of CBOs:**

48. **Operational Measures:** The implementing agencies will be responsible for mainstreaming gender and social inclusion related issues across all intervention and all components. They will exhibit a clear commitment to gender and socially inclusive approaches, youth engagement and their capacity ensure that adequate knowledge of relevant gender and youth issues are properly addressed during project implementation. Gender and social development related responsibilities will be distributed across relevant IAs staff (from county to Payam and village level) and also to the Social and Environmental Safeguard Specialist <sup>13</sup>to ensure that the planned activities are in line with the project social inclusion strategy and expected outcomes. This person will also oversee monitoring actions to prevent GBV, Child labour and enforce GRM.

- **Prevention of gender-based violence (GBV):** the project will contribute to reducing any harmful act based on gender through: (i) sensitization on the importance of addressing GBV, application of IFAD's no tolerance for Sexual Harassment (SH) /Sexual Exploitation and Abuse (SEA) for project staff and project's activities and operations. (ii) design of coordination and results monitoring systems that promote “no harm” and apply GBV lens to data collection, analysis, and reporting. (iii) have GBV risks adequately reflected in all safeguards instruments, contracts with suppliers and other third parties to be funded with IFAD funds

---

<sup>13</sup>Recruited on a retainer contract

- **Preventing Child labour:** SADEP will Promote use of strategies that prevent unfavourable conditions in labour market that rely on child labour. This will include enhanced productivity in agriculture to release the pressure on child labour. Additionally, SADEP will actively strive to reduce risks of child labour through: (i) increase awareness on legislation by training to project staff to ensure compliance with regulations (ii) sensitization on the importance of addressing child labour issues within the community, (iii) encourage the enrolment of children in schools by sensitizing community leaders, elders, parents, and especially the girls on the merits of education. (iv) Child labour related risks will be adequately reflected in all safeguards instruments, contracts with suppliers and other third parties to be funded with IFAD funds.

49. **Social Accountability** – Social accountability will be taken into consideration through a) the ability of beneficiaries to voice complaints and provide feedback through well-established GRMs; b) dissemination of information about SSLRP to the relevant target communities; and c) the IA/ PCU field monitoring activities.

50. **Procedural Measures:** Transparency and clarity in procedures for decision-making will be promoted. Through mentoring of the poorest and internal social support arrangements, all members of groups will be encouraged to participate in their business ventures.

51. **Monitoring Targeting Performance** – A participatory monitoring and evaluation system will be developed to check on targeting performance and to reflect gender and youth perspectives of impact. Data collected will be disaggregated by sex and age based on the participation of women, youth, returnees, and persons with disabilities. The M&E system will collect and analyse information about project outreach effectiveness of the targeting strategy and specific benefits for women and youth. Impact will be assessed based on methodologically gender sensitive baseline, mid-term and completion surveys which will use key indicators to measure.

### I.3.2: Gender and Youth Strategies

52. **Gender:** In South Sudan, harmful social norms and behaviours continue to impact opportunities and human potential, affecting health; education; and the productivity of men, women, boys, and girls. Critical gender gaps and disparities remain in the labour force and employment opportunities; access to quality education and levels of educational attainment; access to and use of health services; control over and access to long-term assets and resources; Women’s dual reproductive roles and work responsibilities place them and their children at greater risk of poor health outcomes. Women in rural areas are obliged to carry out a large number of reproductive tasks. SADEP will therefore, promote women’s participation and empowerment by addressing barriers prevalent in the geographical context of the project.

53. An estimated **56,250 women** will be targeted. These include 24% Women and women headed households. SADEP strategy for the inclusion of women is geared towards women's collective agency. Increased participation in training, educational and income generation activities will be promoted by spending enough time for mobilization on targeting to reach everybody at community meetings.

54. The project will work with local media as well as local trusted women organisation (e.g. in Mundri West). Men will be encouraged through advocacy to support women’s participation through guarantee of safe access to land and other resources required. Gender targeting in SADEP includes the inclusion of young women (youth) and women with disabilities (PWDs). SADEP intends to generate several positive results for women, including increase in women’s financial literacy including households economics literacy; Development / strengthening women’s income generation activities Improvement of household dietary intake through nutrition-sensitive hh-based livelihood interventions

55. The gender strategy of the project will therefore consist of the following pillars: (i) expanding women’s economic empowerment through access to and control over household and productive assets; (ii) strengthening women’s decision-making role in the community

and their representation and leadership in local institutions; (iii) functional literacy and numeracy skills training; (iv) gender awareness and women empowerment measures, (v) capacity building of project staff and technical service providers on gender-sensitive enterprise development and social inclusion; and (vi) minimum quotas (at least 50 per cent) to ensure women’s active participation in all decision-making bodies and committees (farmers associations, cooperatives, VSLAs). Beyond production, the gender strategy will look at job opportunities along the entire value chain (sesame, groundnut, fish)

56. *Women’s workload.* The project will contribute to improving women workload both on rice and vegetable production by: (i) improving physical access to markets and production sites, through the construction of causeways; (ii) better access to water (iii) better access to appropriate equipment’s and technologies (power tillers, seeders), harvesting facilities and on-farm and off-farm processing facilities. The project will ensure that all productive assets purchased under project are owned by the women’s groups. Women will sign a contract for maintenance prior to receiving any equipment and to be the risk of male takeover.

57. *Literacy.* SADEP will assess the functional literacy skills in collaboration with CRAFTS and institute relevant women’s literacy intervention.

58. *Decision making.* Minimum quotas will be established to ensure women’s (at least 50 percent) and youth (at least 15 percent) active participation in all decision-making bodies and committees (women and youth associations, VSLAs, cooperatives, producer organisations, etc.). Groups and organizations will be supported to strengthen governance structures and promote democratically selected executives where required.

59. ***Gender sensitive value chain analysis:*** Active participation in value chains offers women great opportunities for economic empowerment. However, often women are participating at inferior level and support for the development of a business orientation is needed. Women’s participation in selected VCs and the potential to increase or modify their engagement. Through collaboration with CRAFT, SADEP will conduct value chain analysis to have a complete understanding of the gender-based constraints (GBCs) that undermine both the performance of the chain and women’s opportunities for economic empowerment – and explores solutions to address them as an integral part of the value chain upgrading strategy in an economically and socially sustainable manner.

60. Additional measures and mechanisms will be implemented to support gender equality and women’s empowerment. These includes:

- The selection of service providers with proven capacity and track records working with women, including the use of female facilitators if required.
- Awareness raising during the initial stages of the project and consultations with to better understand their needs and tailor the service based on the needs.
- Capacity building of PMU and SPCU staff and technical service providers on youth and gender-sensitive enterprise development and social inclusion
- Ensure active participation of women’s representatives in the project steering committee and other decision-making processes
- Integration of gender considerations in the terms of reference of all project staff. TOR for implementing partners will also pay attention to gender equality and women’s empowerment.
- the recruitment of a Social Inclusion Officer in the SPCU<sup>14</sup>. The Social Inclusion Officer will be responsible for developing gender and youth action plans at the beginning of the project as part of a participatory process, as well as updating the PIM and integrating agreed activities in the AWPB. This will clearly outline responsibilities, activities, timelines, etc.,
- The recruitment of female and young staff will be prioritized

---

<sup>14</sup> See ToRs in appendix

61. **Approximately 45,000 rural youth:** Both male and female youth (50% each) will be supported to establish enterprises along the selected value chains, and the project will provide skills development and capacity building of the youth groups and financial inclusion. SADEP will place a particular focus on potential vulnerabilities affecting specific sections within the youth category (e.g. ensure young women have equal opportunities with the young men to participate and benefit from the project, inclusion of youth with disabilities, etc). The project will also leverage synergies with other on-going programmes to maximize the outcomes and also ensure sustainability of the interventions (CRAFT, REAP).

62. A youth strategy will be based on (i) awareness raising and organization of youth groups; (ii) strengthening of leaders of youth groups; (iii) specific support for youth enterprises (ox-plough), including access to finance and business development services; (iv) capacity building of project staff and technical service providers on youth-sensitive enterprise development and social inclusion; and (v) minimum quotas (at least 15 per cent) to ensure the active participation of youth in all decision-making bodies and committees (water use management units, village farmers associations, cooperative societies).

63. *Youth groups.* In the rural areas, very few youths are organized around agriculture. SADEP will target, mobilize and formalize new youth groups based on demand and support better production, marketing and value addition approaches through skills training. SADEP will also support youth as agricultural services providers in particular on mechanization with ox-ploughs and farm processing equipment. The main entry point will be through the producer organisation where they will not only be members but will benefit through access to a diverse range of services, including skill enhancement, financial literacy training, and access to financial services (formal and informal). Moreover, the participation of young people in producer organizations will ensure meaningful employment, skill development, and entrepreneurship within the agricultural sector, which is important for leveraging the demographic dividend, particularly for South Sudan that is experiencing a youth bulge.

64. **Youth empowerment through entrepreneurship.** SADEP will encourage creation of jobs for young people through a market approach by supporting the participation of young people as seed producers, fish smallholder farmers, service providers through ox-plough initiative, sorghum seed multipliers, fish processors and other stakeholders in the value chains. Young people will be encouraged to work as marketers linking smallholder farmers to secure markets for smallholder farmers' produce.

65. **Capacity building on entrepreneurship and business development training,** business skills and technical courses in GAPs equipping youth with tools and confidence to make sound financial management and marketing decision, in turn enabling them to manage enterprises and helping them work towards mindset shifts will be key. Planned interventions will seek to enhance capacity in youth lead smallholder farmers, agri-business development, climate-sensitive fisheries, value addition and marketing services. Under fisheries, youth will be mobilised in groups and their skills enhanced in boat construction as a business and also as extension service providers on boat management and repairs.

66. **Safeguards against elite capture:** The primary safeguards against elite capture will be the self-targeting plus the participatory identification of the poor and priority households and rigorous screening to ensure the inclusion of these households as beneficiaries, in the group level business plans implemented with project support. Additionally, SADEP will create a high level of awareness about the project benefits and eligibility criteria amongst all target groups using community level open announcements, focus group discussions and consultations with community institutions and implementation committees.

67. SADEP's rural institutions capacity building inputs will address elite capture through measures such as representative governance structures with members from various

targeted categories and priority groups, fixed tenure of governing members, regular stakeholder meetings, and setting up transparent rules, regulations and decision-making processes. Additionally, detailed screening of business plan proposals on commercial viability, conflicts of interest and corruption will be undertaken. Compliance with pre-approved, objective selection criteria and transparent information-sharing and decision-making will be ensured.

### **I.3.3: Food and Nutrition Security Strategies**

68. The Project will implement nutrition sensitive activities with a goal of improving diets and food security of the target population. Targeting for nutrition activities will be done at various levels including a) nutrition education and social behaviour change communication to all project beneficiaries; b) targeted nutrition activities to selected households (those with children under five years and women of reproductive age); c) targeted women and youth for value addition activities.

### **I.3.4: Grievance Redress Mechanism (GRM)**

69. SADEP implementation may result in rights violations, unequal resource distribution, and programme exclusion. To answer such issues and promote continual communication, a Project GRM has been developed. The GRM has four parallel systems: a) community-based; b) formal, gender-based violence; c) sexual harassment; and d) exploitation, and abuse against women and children (GBV-SHEA GRM), and IFAD complaints.

70. The Community-Based GRM would use traditional ways to settle village/boma to Payam disagreements and facilitate agreements. The process will include informal tribunals presided over by local leaders for around 15 days. If the injured party remains dissatisfied, they can go formal.

71. Each Project office shall appoint and train a grievance management committee at the payam and county implementation levels. This committee will handle Project complaints, including labour management procedures, and allows workers to discuss occupational issues. If the complainant is unhappy with the response, they can appeal to the MAFS or courts.

72. GBV-SHEA GRM - The first GRM employee to detect gender-based and child violence, sexual exploitation, and harassment against women and children will immediately report the grievance to the GRM. The grievance reporter will be advised of the administrative action and given contact information. The GBV-SHEA GRM will designate the Gender Officer as soon as possible to initiate incident information collecting with the PCU, Committee, and implementing partner/contractor (and suppliers as appropriate). Sexual assault requires Post-Exposure Prophylaxis (PEP) within 72 hours and other medical care, thus Project staff will be instructed to be quick.

73. IFAD Complaints can be used by dissatisfied customers. The IFAD Complaints Procedure allows individuals and communities to directly contact IFAD to file a complaint if they believe they have been or will be negatively impacted by an IFAD-funded Project/Programme that violates IFAD's Social and Environmental Policies and mandatory SECAP provisions. This avenue is available only for complaints about environmental, social, and climate issues. IFAD's Office of Audit and Oversight handles fraud and corruption claims.

74. Any sexual exploitation and abuse (SEA) accusations should be directed to the IFAD Ethics Office. IFAD has zero tolerance for sexual exploitation and abuse.

## **I.4: CLIMATE AND ENVIRONMENT**

75. SADEP is designed to address the significant vulnerabilities that South Sudan faces due to climate change (drought, floods, and variable rainfall) and environmental degradation (deforestation, land degradation and loss of biodiversity). SADEP aims to increase climate resilience through climate adaptation, Promotion of sustainable practices,

water management, natural resources management, and capacity building on good environmental stewardship and climate adaptation.

**76. Climate Adaptation** – SADEP aims to enhance the resilience of communities and ecosystems to the adverse impacts of climate change. This involves investing in climate-adaptive agricultural practices and technologies to help communities better manage and withstand climatic stresses such as droughts, floods, and variable rainfall. SADEP will focus on lack of real time climate and weather information and increase the coverage of weather stations.

**77. Promotion of Sustainable Practices** – The project will promote sustainable land management practices, including soil conservation and agroforestry. These practices are intended to combat land degradation, enhance biodiversity, and increase the sustainability of agricultural production.

**78. Water Management** – Water scarcity is a critical challenge in South Sudan. SADEP supports the development of climate-resilient water infrastructure, such as multiple water use systems that are designed to provide water for irrigation, livestock, and domestic use. This infrastructure is vital for maintaining agricultural productivity and community well-being in face of climate variability.

**79. Natural Resources Management** – Efforts to reduce deforestation and environmental degradation are integral to the project. SADEP includes measures to restore degraded lands and promote conservation practices that protect the environment while enhancing agricultural productivity.

**80. Building Local Capacity** – The project places a strong emphasis on community-led planning and the empowerment of local groups to manage their natural resources sustainably. This participatory approach ensures that interventions are tailored to local environmental and climatic conditions and are more likely to be sustainable in the long term.

## **I.5: INSTITUTIONAL ARRANGEMENTS AND RESPONSIBILITIES**

81. It is highlighted that SADEP will adopt a robust goal-oriented performance evaluation approach, for ALL staff of ALL the institutions to be involved in the process of SADEP implementation. The process will be aligned to SADEP's overarching development goal with direct contributions traced to the Annual Work Plan and Budget. The aim would be to enhance efficiency and effectiveness of Project operations, ensure Project indicators are achieved within the SADEP planning cycle, identify performance obstacles and critical areas for Project performance improvement and to timely develop and implement performance improvement plans. Details of the process and procedures to be followed for staff performance assessment are presented in [Annex 1](#).

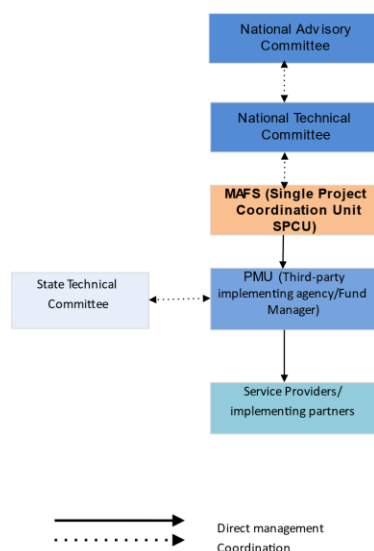
### **I.5.1: Implementing Partners**

82. The Ministry of Agriculture and Food Security (MAFS) will be SADEP's Lead Implementation Agency and will use an implementation structure defined at the national, state and county levels. As is the case with the other IFAD-supported interventions in South Sudan, South Sudan Livelihoods Resilience Project (SSLRP), and the GAFSP-financed Rural Enterprises for Agriculture Development (READ), SADEP's technical implementation will be undertaken by Third-party Implementing Partners (TPIPs) selected through a competitive recruitment process; it will be recruited and contracted by GoSS with technical assistance and No Objection from IFAD. IFAD will provide No Objection at the following stages in the procurement process of the Implementing Partners: a) Terms of Reference (TOR), final Request for Expression of Interest (REOI), Request for Proposal (RfP), including the shortlist of implementing agencies; b) proposal evaluation report; and c) draft contract between GoSS and the Implementing Partners. The process of selecting the Implementing Partners will be initiated in parallel to the approval of the SADEP package to ensure that the process is finalised in time for a smooth start-up of the Project. The contract between GoSS and the Implementing Partners will only be signed after the

approval of SADEP by IFAD’s Executive Board in September 2024, and signature of the Financing Agreement.

83. The Third-party Implementing Partners will be responsible for implementing the Component 1, Component 2 and the RED Component (if/when triggered) and will be responsible for the following: a) preparing and executing the AWPBs, implementation progress and financial reports for submission to the SPCU (for review, comment and onward forwarding to the oversight body (NTC and NAC); b) have adequate M&E, fiduciary and procurement systems and capacities and undertake all project-related fiduciary functions in compliance with IFAD Guidelines; c) undertake all procurement activities for the relevant components and submit procurement packages to IFAD for No Objection through the OPEN system, d) work closely with the SPCU and the target States and Counties during activity planning and implementation to ensure consistency with existent State and County development agendas. In addition, the Third-party Implementing Partners will use government frontline extension agents, where they exist, with the dual objective of strengthening their capacity and also serve as part of the exit strategy at Project completion. SADEP will provide the needed capacity augmentation at the State and County levels to ensure their effective participation in SADEP’s activity planning and implementation. The third-party Implementing Partners will also work with other local partners and service providers in the implementation of the Project. The TPIPs will also collaborate with relevant institutions that specialize in gender and youth to build the capacity of the Project and government staff on the subject. In addition, SADEP non-government implementing partners will be required to sign data confidentiality and protection clauses in their respective contracts. A complete set of the Third-party Implementing Partners’ responsibilities will be presented in a detailed ToRs that will form part of the agreement that will be signed with GoSS. The proposed SADEP implementation structure is presented in the Figure below.

**Figure 1: SADEP Proposed Implementation Structure**



84. The third-party Implementing Partners will have a Project Management Team (PMT) to coordinate and oversee SADEP activity implementation and the following is an indicative composition of the PMT: a) Project Manager; b) Technical Officers (Sorghum and Fisheries); c) Monitoring, Evaluation and KM Officer; d) Financial Management Officer; e) Rural Infrastructure Engineer; and f) Procurement Officer. It should be noted that the specified PMT positions are not exhaustive. The third-party Implementing Partners will also ensure that they make adequate arrangements, through the hiring of short/medium



term staff/consultants, as may be necessary, for the effective implementation of the mainstreaming themes of gender, youth, nutrition and Climate Change. Detailed Terms of Reference are presented in Annex 3

85. Considering the parallel financing arrangements with the African Development Bank (AfDB), the third-party Implementing Partners will be expected to develop an MoU with the Bank, or the agency implementing their supported interventions, to adequately align the SADEP activities to the corresponding ones under the AfDB-supported Climate Resilient Agri-Food Systems Transformation (CRAFT) Project.

### **I.5.2: Project Coordination Unit (PCU)**

86. In liaison with AfDB, SADEP will support the establishment and capacity building of a national Project Coordination Unit (PCU). This is meant to gradually build the capacity of MAFS and its long-term objective of eventually being able to implement projects through MAFS. Support will be given to strengthen the capacities and systems of the PCU to be able to implement development projects in the future. The PCU will:

- Oversee project coordination, monitoring, contracting and supervision of the third-party IPs;
- Overall engagement with IFAD and submission of documents for No Objection once endorsed by the project oversight body (National Advisory Committee (NAC));
- Coordinate the engagement of GoSS technical experts in project implementation;
- Liaise with the third-party IPs and capture the generated knowledge and facilitate its dissemination nationally and regionally;
- Ensure linkages with other relevant projects/programmes being implemented in the project area and the country that seek to address similar or related constraints;
- Identify and build technical and operational partnerships with stakeholders within the government to advance operational/coordination issues related to the project;
- Backstop the SADEP State and County Focal Persons;
- Participate in periodic monitoring of the project in the field;
- Communication with states and local governments;
- Lead responsibility for implementation of Subcomponent 3.1.

56. The following are the foreseen staff composition of the PCU: a) Project Coordinator; b) Monitoring, Evaluation and Knowledge Management Officer; c) Financial Management Officer; d) Procurement Officer; e) Project Assistant; and f) Driver. The respective draft ToRs are presented in Annex 4.

### **I.5.3: Project Governance Structures**

87. **National Advisory Committee (NAC)** – This is an existing structure at the national level chaired by the Ministry of Agriculture and co-chaired by Ministry of Finance and Economic Planning. NAC's core responsibility will be to provide overall policy and strategic guidance and advice to the project for effective smooth and accountable implementation. More specific activities will include:

- providing overall policy and strategic guidance and advice to the Implementing Partners;
- coordinating with senior management of other government ministries and development partners at all levels on all issues related to the Project;
- updating respective senior management within their ministries on strategic and policy related issues of Project developments;
- providing strategic and policy advice on quarterly and annual Project progress reports and work plans; and
- facilitating strategic partnerships with high level senior stakeholders within the Government.

88. **National Technical Committee (NTC)** – The NTC is the other 'arm' of the oversight function and is 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:

- provide technical guidance of the Project;
- update the NAC on technical and operational issues related to the project;
- facilitate technical and operational partnerships with stakeholders within the government to advance operational/coordination issues related to the project;
- coordinate with technical counterparts of other government agents;
- update their undersecretaries on any progress and challenges and plans of the project;
- provide technical and operational guidance to Project quarterly and annual progress reports and work plans; and
- participate in periodic monitoring of the Project.

89. Like the NAC, the NTC's composition will be expanded to reflect the key ministries involved in SADEP's implementation.

90. **Coordination with Government Ministries** – By virtue of its focus, SADEP will also work with the following key ministries: a) Ministry of Environment and Forestry on the implementation of the SECAP; b) Ministry of Gender, Social Welfare and Religious Affairs on issues related gender, youth and other vulnerable groups; and c) Ministry of Animal Resources and Fisheries on all fisheries-related aspects. The ministries' technical experts will be mobilised to support SADEP implementation and, where needed, SADEP will facilitate their participation. A summary of the expected ministries' roles is presented below.

91. *Ministry of Environment and Forestry:*

- oversee implementation of the SECAP and ensure compliance;
- guide the project in accordance with Environmental and Social Management Framework (ESMF) and Basic Climate Risk Analysis;
- support and guide the planning, design and implementation of subprojects to adhere to available national regulations on environment;
- approve the Environmental and Social Impact Assessments (ESIAs) as needed;
- conduct the screening of the subprojects and support the preparation of Environmental and Social Management Plans (ESMPs) in accordance with national requirements; and
- review plans and reports in accordance with compliance to national environmental laws and standards.

92. *Ministry of Gender, Child and Social Welfare:*

- coordinate, facilitate, monitor and evaluate gender equality, women empowerment, the rights of children, persons with disabilities and other vulnerable groups within the activities of SADEP.

93. *Ministry of Animal Resources and Fisheries:*

- validate the fisheries and livestock related packages being selected by the CBOs as subprojects under Subcomponent 2.1;
- liaise with the IA in monitoring implementation progress of fisheries and livestock interventions as they relate to productivity, marketable surplus and food security;
- support and monitor the livestock and fisheries-related technical planning, training and advice that the IA provides to the CBOs; and
- participate in the selection of the civil service staff at the county level who will be involved in supporting the IA on livestock and fisheries related interventions.

94. **Strengthening Adaptation through Institutional Building and Resilient Livelihoods in South Sudanese Agro-pastoral Landscapes (SABRELA)** – This is a GEF-8 financed intervention. It will be fully integrated into SADEP and, therefore, MAFS will be its Lead Implementing Agency through the Single Project Coordination Unit (SPCU). The MAFS would ensure that the Ministry of Environment and Forest (MoEF) in general and the GEF Operational Focal Point (OFP) in particular are engaged in the implementation.

The engagement could be through: a) Project Steering’s National Technical Committee; b) participation in the preparation of the Annual Work Plan and Budget (AWPB); c) participation in some of the supervision missions; d) participation in capacity development interventions.

95. The SPCU would coordinate the process of preparing the annual SABRELA’s Project Implementation Report (PIR), submit it to the GEF OFP for review, signature, and rating and the eventual submission of the PIR to IFAD.

96. **Collaboration with AfDB** – At the time of SADEP design, AfDB was also designing CRAFT in South Sudan; the total cost of CRAT is estimated at about USD 109 million. The two institutions sought to exploit possibilities for collaboration and identified activities that could be co-financed on a parallel basis. The collaboration between IFAD and AfDB will be formalized by a project level Memorandum of Understanding (MoU) to be signed between the respective Projects – SADEP and CRAFT. The MoU will detail the collaboration modalities, including areas of synergies at activity level.

97. The collaboration will be actualized at the AWPB preparation stage where the respective implementing agencies would need to liaise and agree on who is doing what, where and when. At the time of activity planning, it will also be important to agree on the monitoring plan during the course of implementing approved activities. Flexibility will need to be exercised to maximise effectiveness and efficiency of resource use. This would, necessarily, require both projects to hold annual consultative meetings to elaborate AWPBs and promote regular exchange of information and knowledge during the implementation of both projects. Experience has shown that operationalising of parallel co-financing requires commitment, dedication, and flexibility on the part of the entities in charge of coordinating activity implementation for the two projects.

#### I.5.4: Partnerships

98. SADEP will be implemented in coordination with ongoing Projects and Programmes funded by IFAD, the Government of South Sudan, and GoSS’ other development partners that support thematic areas related to its development objective. The objective is to take advantage of areas of synergies or complementarities, avoid duplication, and explore the possibility of co- or parallel financing. In that regard, some of the potential partners were identified during the design process. However, the list is not exhaustive and SADEP stakeholders will be on the lookout for others during the course of implementation. The SADEP potential partners identified at the design stage are presented in the table below.

**Table \*\*: Potential SADEP Collaboration Partners**

Development partner	Project (existing and planned)	Potential areas of collaboration
GAFFSP 6	Rural Enterprises for Agricultural Development. USD 20 million to support development of Agriculture through youth entrepreneurship.  Project Period 2023 to 2029	<ul style="list-style-type: none"> <li>• Effective funding of the project to reach set development objective.</li> <li>• Partnership for implementation of the project</li> </ul>
GAFFSP 7	Additional finance to ongoing project – SSLRP. USD 14.5 million additional financing  Project period 2023 – 2028	<ul style="list-style-type: none"> <li>• Increase SSLRP impact for results.</li> <li>• Increase outreach by two additional counties and 27, 450 additional counties.</li> </ul>

AfDB	<p>Climate Resilient Agri-Food Systems Transformation (CRAFT) Program-Project 1: US\$ 82.9 million to support the development of selected value chains.</p> <p>Project period: 2024-2029</p>	<ul style="list-style-type: none"> <li>• Joint programming and parallel co-financing on a number of aspects, including infrastructure.</li> </ul>
	<p>Agricultural Markets and Value Addition and Trade (AMVAT): US\$ 20.0 million funded by AFDB to contribute to reduced food insecurity, poverty reduction and building of community and household resilience.</p> <p>Project Period: 2020-2025</p>	<ul style="list-style-type: none"> <li>• Establishment/use of Aggregation Business Centres</li> <li>• Farmer institutional capacity development</li> <li>• Production and dissemination of improved seeds</li> </ul>
World Bank	<p>Resilient Agriculture and Livelihood Development Project (RALP). US\$ 58.1 million to promote transformative and adaptive agricultural livelihood.</p> <p>additional financing US\$ 30.0 million. Funded by the World Bank to strengthen capacity of farmers and their organizations and improve agricultural production.</p> <p>Project Period: 2020-2026</p>	<ul style="list-style-type: none"> <li>• Strengthening operational capacities of the PCU to implement Bank projects i.e., technical training, extension, advisory and project management.</li> <li>• Capacity Building in Good Agricultural Practices</li> <li>• Support for Improved Agricultural Production including sustainable Fish post-harvest handling and processing.</li> <li>• Development of blue economy strategy</li> </ul>
	<p>South Sudan – Emergency Locust Response Project (SSELRP). US\$37 million to build the capacity of the government to eradicate pests and desert locust.</p> <p>Project Period: 2020-2024</p>	<ul style="list-style-type: none"> <li>• Capacity of Government to plan and eradicate risks of pest’s infestation in the country in addition to benefit of harmonizing the capacity building interventions to avoid duplication and ensure effectiveness.</li> <li>• Synergy for more impacts on crop and livestock productions for IFAD funded projects.</li> </ul>
	<p>South Sudan Safety Net Project (SSSNP). US\$ 129 million to build resilient of vulnerable households through social protection and labour-intensive works.</p> <p>Project Period: 2020-2026</p>	<ul style="list-style-type: none"> <li>• Emergency support to IFAD supported beneficiaries’ producers.</li> <li>• Joint activities for Nexus humanitarian and development</li> </ul>
FAO	<p>Fish Baseline assessment project. Funded by Netherlands to generate updated information on fish production and marketing in South Sudan.</p>	<ul style="list-style-type: none"> <li>• Exchanges on Fish production, marketing, and postharvest handling data</li> </ul>

WFP	Smallholder Agriculture Market Support (SAMS) project.  Project period: 2023-2025	<ul style="list-style-type: none"> <li>• Integration of smallholder farmers in food assistance programmes</li> <li>• Joint design and implementation of fragility assessments</li> <li>• Alignment of investments into rural communities' climate resilience</li> <li>• Shared logistical arrangements.</li> </ul>
GIZ	Community Rural Driven Development Project (CRDD) Total project costs Euro 19.0 million to support.	<ul style="list-style-type: none"> <li>• Exchanges on Public-Private Dialogue forums at international, National, sub-national and county levels.</li> <li>• Synergies and complementarities to promote and strengthen localization agenda through the CRDD approach.</li> <li>• Synergies on Land policy and peasant organizations</li> <li>• Knowledge sharing on integrated Natural Resource and Disaster risk management approaches.</li> </ul>
China SSTC	IFAD standalone initiative-Fish Post-harvest management Project: US\$ 400,000	<ul style="list-style-type: none"> <li>• Technical expertise and knowledge transfer on new opportunities to develop sustainable blue economy interventions.</li> <li>• Strengthen implementation capacity for IFAD projects.</li> <li>• Strengthen data collection, analysis, documentation, and dissemination.</li> <li>• Capacity building on policy analysis and dialogue within both public sector institutions and private sector associations.</li> </ul>
UNDP	Establishment of National early warning system: US\$ 10.0 million from IGAD Early warning centre.	<ul style="list-style-type: none"> <li>• Early warning system</li> </ul>
UNICEF		<ul style="list-style-type: none"> <li>• Synergies to support vegetable gardening at County level public health centres where malnourished pregnant and lactating mothers and children are registered.</li> </ul>
UNHCR		<ul style="list-style-type: none"> <li>• Sharing of data of returnees, refugees and IDPs areas on total number and possible locations of settlement as well as coordination and linkage with local authorities.</li> <li>• Reintegration of refugees, returnees and IDPs with the host communities through engagement in climate smart agricultural production initiatives.</li> </ul>
Natural Resource Development	Supported by EU, AfDB and JICA.	<ul style="list-style-type: none"> <li>• Support national quality standards for sustainable forest management and agro forestry materials and management techniques to improve productivity.</li> </ul>

working group (NRDWG)		<ul style="list-style-type: none"> <li>• Synergies on Integrated Water Resources Management (IWRM) using a catchment-based coordination and planning approach for equitable, productive, and sustainable use.</li> <li>• Collaborate on quality weather and climate information and service and innovative solutions to systematic and crosscutting issues.</li> </ul>
Seed System Group (SSG)	<p>Rural Poor Stimulus Project: US\$ 1,000,000.0 to build sustainable seed systems in South Sudan.</p> <p>Project period: 2024-2026</p>	<ul style="list-style-type: none"> <li>• Strengthen sustainable localized systems for supplying high-yielding climate resilient seeds for nutritious crops.</li> <li>• Promote sustainable uptake and effective use of high-yielding climate resilient seeds for nutritious crops among smallholder producers to achieve consistently higher yields despite climatic shocks and stressors.</li> <li>• Strengthen regional seed policies and sharing of germplasm and practical experiences in seed systems development.</li> </ul>
State Ministries of Cooperatives and Rural development, Animal Resources and Fisheries and Agriculture, Forestry and Tourism as well as County Agricultural Directorate		<ul style="list-style-type: none"> <li>• Provision of extension services</li> <li>• Support Farmer institutional capacity development</li> <li>• Development of fish regulatory framework and blue economy strategy.</li> </ul>
Civil societies and religious organization		<ul style="list-style-type: none"> <li>• Support mobilization of community level committees.</li> <li>• Participate as members of Grievance Redress Mechanism</li> <li>• Support in access to agricultural inputs.</li> </ul>

## PART II: DETAILED IMPLEMENTATION MODALITIES

### II.1: START-UP

99. It is expected that by the time SADEP gets approved by the IFAD Executive Board, the Third-party Implementing Partners would have been selected. Accordingly, MAFS will work with the selected Third-party Implementing Partners to develop a workplan for preparatory activities and liaise with IFAD to organize a start-up workshop. Such preparatory activities could include:

**Table \*\*\*: Start-up Activities**

Action	Completion Date (tentative)	Who
Commence selection of the Implementing Partner(s)	July 2024	GoSS
Negotiate financing agreement	August 2024	IFAD/GoSS
Sign the financing agreement (following IFAD board approval)	September 2024	GoSS/IFAD
Appointment of SPCU staff and Implementing Partners' Project Management Team	October 2024	GoSS/IPs
Open Designated Accounts and identify signatories (ID and signature specimen)	November 2024	GoSS/IPs
Sign MoUs with other line Ministries, and sign Performance Contract with IPs	December 2024	GoSS/IPs
Review draft AWPB and finalise it	1 month after EB approval	SPCU/IPs
Review draft PIM and finalise it	1 month after EB approval	SPCU/IPs
Introduce Project to the NAC/NTC and agree on how to proceed with the provision of the oversight function (frequency of meetings)	1 month after EB approval	MAFS
Establish project field teams in the target States and Counties	1 month after EB approval	MAFS/States /Counties
PCU and IPs meeting to chart working programme including review and internalisation of 1 <sup>st</sup> AWPB and Procurement Plan	1 month after EB approval	SPCU/IPs
Procurement and installation of an off the shelf accounting software at the PCU and IPs and the chart of accounts coded to the detail possible	1 month after EB approval	SPCU/IPs
Official projects start and start-up workshop Orientation of PCU/NAC/NTC/IPs and setting the SPCU and IPs in the ICP/OPEN system	2 months after EB approval	MAFS/IFAD/ IPs
Recruit Community Facilitators	3 months after EB approval	States/Coun ties/IPs

Action	Completion Date (tentative)	Who
Undertake County Profiles	4 months after EB approval	SPCU/IPs
Conduct baseline survey	4 months after EB approval	SPCU/IPs
Conduct awareness creation on project objectives and implementation arrangements	5 months after EB approval	SPCU/IPs
Elaborate a capacity building plan using the findings of a capacity and system's needs assessment undertaken by MAFS	5 months after EB approval	MAFS/SPCU/Consultant
Review and finalise the targeting strategy for the selection of Payams, Bomas and the specific beneficiary communities. Proceed with the selection exercise for Payams, Bomas and the specific beneficiary communities.	5 months after EB approval	SPCU/States /Counties/IPs

## II.2: COMPONENT 1: ENHANCED CLIMATE-ADAPTIVE PRODUCTION, PRODUCTIVITY AND AVAILABILITY OF NUTRITIOUS FOOD

100. It will focus on increasing production and productivity of targeted value chains through climate smart agriculture and sustainable fishing practices and technologies. It comprises the following subcomponents.

### II.2.1: Subcomponent 1.1: Community-Led Planning and Prioritization –

101. This subcomponent will serve as the entry point to the target communities and interventions for the Project and will employ a CDD approach. Community-based organisations (CBOs) are the building blocks of rural communities' social capital, used as conduits for facilitating economic empowerment at the household and community levels. Thus, this subcomponent will strengthen and/or build strong and inclusive CBOs (through subcomponent 2.2) that will serve as promoters and managers of socio-economic change. SADEP will target existing groups and, where needed, help to establish new CBOs.

102. Community-based rural institutions (RIs) are the building blocks of rural communities' social capital, used as conduits for facilitating economic empowerment at the household and community levels. Thus, this subcomponent will strengthen and/or build strong and inclusive RIs (through subcomponent 2.2) that will serve as promoters and managers of socio-economic change. SADEP will target existing groups and, where needed, help to establish new RIs. It will further comprise a range of institution-building and skills development activities to enable target communities to take ownership of and accountability for their own development initiatives, to promote sustainable community-based NR management, to strengthen their ability to implement modern sustainable and climate resilient farming, and to adopt healthier diets and underpinned by the four basic principles:

- **Focus on people.** Household strategies are designed by and for household members who define whom they want to be and what they want to do. They define and implement their own strategies for developing and improving their livelihoods, based on their goals, strengths, opportunities and assets.
- **Empowerment.** The cornerstone of the HEM empowerment process is strengthening the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes. This can be achieved by building on a mutual understanding of different roles and responsibilities.



- **Self-generated solutions.** Willingness to change is generated by household members themselves (women and men of all ages) by placing them in the driver’s seat of the development process. They take responsibility for the changes they want to see and work closely with one another, friends and the community to make them happen.
- **Equal opportunities.** Women and men, as well as youth, PWD and other vulnerable groups, have an equal voice in setting the community vision and equal access to development opportunities, productive assets, decision-making and benefits. SADEP will explicitly address gender relations with a “gender justice” lens, making the promotion of gender equality an essential goal of any type of intervention.

103. The core activities of the subcomponent are : a) elaboration of the county profiles for each of the selected four counties; b) recruitment of community facilitators per cluster and develop the facilitation guidelines. The SSLRP facilitation guidelines will serve as the basis and will be adapted to the SADEP situation; c) community sensitization; d) strengthen existing CBOs and support the emergence and capacity of new CBOs, where needed; e) identification of socio-economic, environmental and climatic challenges and opportunities within the sorghum and fisheries value chains; and f) development of cluster plans. The selection of Community Facilitators will take into account gender and conflict sensitivity. SADEP will ensure that members of the CBOs will be diverse and representative of the different categories of people considered vulnerable found within the communities (women, youth, PWDs, vulnerable households, etc.) The priorities identified in the plans will inform interventions under the different Project subcomponents.

#### **A. Elaboration of the county profiles for each of the selected four counties**

104. SSLRP already conducted extensive country profiles that will provide SADEP a foundation for entry into communities in Central Equatoria and Jonglei. However, a full county profile exercise will be undertaken in Western Equatoria as it is not under SSLRP counties.

#### **B. Recruitment of community facilitators per cluster and develop the facilitation guidelines.**

105. The SSLRP facilitation guidelines will serve as the basis and will be adapted to the SADEP situation. The facilitators will be recruited at cluster level.

#### **C. Community mobilization**

106. **County and Payam Consultations** – The project will seek to secure community interest in SADEP and the approaches it is promoting with a series of interactive workshops and consultations at county and payam levels. The local authorities at counties will be consulted in the choice of payams that SADEP will be working. The SADEP SPCU and the TA will have undertaken preliminary discussions with the agricultural department and other relevant county agencies about the selection of payams to implement the project and the preliminary ideas on selection of payams will be validated at the county consultations’ forum. The selection of payams will be based on criteria comprising the following:

- Level of poverty
- Presence of value chains (Sorghum and Fish)
- Stability with low risk of conflict outbreaks
- Natural resources degradation

107. The County entry of SADEP will be marked by a consultation workshop that will gather all key players in agricultural value chains in the county. Following the County launch, a SADEP county Team will be established to coordinate and advance the delivery of the project in the county. The consultations at the county levels are aimed at creating awareness of the project and its services and roles and responsibilities of implementing partners. The county officers of the project will be trained to facilitate the ensuing process at the cluster and communities.

### **- Cluster Identification**

108. Targeting within a selected payams will take place over a number of adjacent communities of 3 to 4 bomas depending on their population; i.e. a cluster. Clusters will be identified following a broad consultation with the communities within the bomas, taking the following criteria into consideration:

- Incidence of poverty, food insecurity and undernutrition and presence of the target group.
- Climate change impacts and vulnerability of the natural resources base.
- Opportunities for implementation of project activities around the targeted value chains.

109. In each selected Payam, the project team including climate change and vulnerability expert, and TA support will identify and form clusters of neighboring bomas through a screening of NRM and socioeconomic conditions and mobilization meetings at boma level. The Team composition for community meetings to identify clusters comprise the following: county focal Person, payam team (Planning Officer, fisheries and Crops Officer etc.), climate Change and Safeguard Expert, Gender Expert. The identification of clusters will involve community meetings animated and moderated by SADEP Teams. Eventually, a supra community meeting at the level of the cluster will be organized with the aim of forging unity of purpose among the communities within the cluster. Where interest is strong, the community leadership decides to commit to SADEP and opportunities exist around the target value chains, a gender balanced Cluster development Committee will be established to interact with the project.

110. The cluster will be made up of 3 to 4 adjoining bomas. Population of a given cluster would be in the range of 5000 to 10,000. There shall be a maximum of four clusters per county. The Cluster Committee will oversee the planning and implementation of the project at the cluster level. During implementation, specialized sub-committees will be established at the community level to ensure the sustenance of socioeconomic investments and services, such as Natural Resources and Environmental Management committees for the maintenance of natural resource remediation infrastructure and the water user associations (WUAs) responsible for the sustainable operation and maintenance of water supply and sanitation services. To support the mobilization, sensitization and awareness raising efforts at the cluster and community levels, community facilitators and other technical staff will be trained by TA teams (Training of trainers) to conduct the mobilization, sensitization campaigns and support the cluster planning. SADEP SPCU teams will monitor and exercise oversight functions over these personnel and their activities.

### **Community mobilization and sensitization**

111. Payam will anchor the community mobilization activities through community facilitators. Capacity building and sensitization activities will, in particular, target the poor, women, youth and PWDs with the aim of raising awareness on the potential market and livelihood opportunities and the benefits of collective action. The activities will include

- communication campaigns in the communities including social media and rural radio programmes;
- capacity building of youth volunteers to organize small group meetings and house visits to raise awareness of target households about the benefits of SADEP activities and how to participate in these;
- meetings with local authorities, agribusinesses and private operators and selected institutions and service providers;
- special communication events on market days, harvest days, as well as sensitization events targeting producers and their organizations
- Visits to more mature well established RIs including community development associations, cooperatives, FBOs and marketing associations (discussed in depth below).

- These sensitization sessions will be conducted in tandem with awareness raising sessions on livelihood opportunities.

### ***Mobilisation of Rural Institutions***

112. SADEP will initially target rural community institutions at the level of the target command area. RIs are not well established with limited presence in most villages. For where they exist, their capacities, scope and outreach of these institutions vary. Other types of RIs include Farmer Based Organisations (FBOs), Village Saving and Loan Groups, Faith Based Organisations, etc. SADEP will strengthen RIs when these have been assessed to be weak or do not meet the targeting criteria. The project will encourage the formation of new RIs in communities within the programme clusters that do not have the relevant RIs to serve as programme partners.

113. The strengthening and formation of RIs will emphasize the targeting criteria comprising more than 50% members with access to land of 1 ha or less and 50% women, 40% youth and 10% people with disability and fisherfolk in fishing communities. During the selection of beneficiaries, vulnerable groups (including landless, marginalised groups, the poorest of the poor, women, youth etc) within the clusters will be identified. Efforts will be made to incorporate them in existing or newly formed RIs. The SADEP teams at the SPCU in collaboration with the Payams and TA support will give special attention to the mobilisation and strengthening of the RIs in the target clusters.

### ***Planning of clusters***

114. For each participating cluster, the Project team at the payam level and TA support will facilitate the collaborative development of a inclusive community-driven cluster development plan (CDP). Each CDP will set out local priorities for communal socioeconomic investments and identify potential production and post-harvest management opportunities that may be realized by RIs and MSMEs under Component 2 and/or with community resources. The CDP will inform the agenda for SADEP action in

#### **Box 1: Outline of cluster planning:**

**Objective** Development of community-driven cluster development plans

**WHO:** Community stakeholders including boma traditional leaders and key Influencers, leadership of existing RIs

**Supporting functions:** SADEP Team focal points, payam team (Planning Officer, Crops Officer, fisheries, environment, social inclusion officer and other relevant agencies).

**Focus areas for development planning:** Review existing local development plans, identify priorities for communal socioeconomic investments responding to climate change mitigation and adaptation; Identify potential production opportunities for both sorghum and fisheries and other allied value chains; Identify market opportunities

each cluster, focusing on investments responding directly to climate change mitigation and adaptation, and supplementing any existing development plans of local authorities or other development partners. The CDP will underpin the local five-year SADEP-community partnership and remain with the cluster leaders and Local Authorities as a live document to guide development planning during and after the four years. The scope of Cluster planning is presented below:

## **D. Capacity building of rural institutions, enterprises and households**

115. This action entails strengthening both the governance and management structures and the technical capacities of active rural institutions, (including farmer/producer-based organisations and other economic interest groups such as VSLA etc), and thereby their capacity to function as effective VC partners. It is envisaged as an investment in human resource capital to develop a more conducive environment for the productive and economic activities of the rural population. Within this drive to grow the rural economies by expanding business activity for groups, the poverty focus of SADEP entails extending the group-based opportunities (and membership) to substantial numbers of vulnerable and economically marginalised people.

116. The CDPs will identify and include the capacity training requirements for all RIs operating in the cluster. The programme of training, skills development and related demonstrations will be delivered by payam implementation team with support by other community facilitators and backed up by county team as well as SADEP technical assistance. In preparation for the work, the project will reinforce the technical skills of public service frontline field staff, reorient to a modern approach to farming including the adoption of climate-friendly agronomic practices and natural resource remediation. The action will be launched with an awareness-raising workshop in each payam on opportunities for women and youth in and around the agriculture sector and the SADEP value chains of sorghum and fisheries.

Cluster-level surveys will identify groups, both pre-existing and potential, interested in and likely to benefit from capacity building. The group identification process will be gender sensitive with a special focus on women, youth and PWD.

117. Support to rural institutions will be around group organizational skills, climate-smart demonstrations and practical training sessions on topics such as conservation agriculture, agronomic practices and “farming as a business” tailored to the local agroecological conditions and main VCs in the cluster. Financial literacy, orderly record keeping and the basics of business conduct will be addressed to complement instruction on the technical aspects of sustainable production. Emphasis will be placed on the need for a marketing plan for every produce: “production with a purpose”. An estimated 543 RIs will be trained over the life of SADEP. Off-farm, the training will center on the remediation and proper management of the depleted shared NRs which are key to the livelihoods of farming communities. Best practices in soil and water conservation, tree planting and NRM, (to be supported in many target clusters with remedial works under subcomponent 1.2 below), will be shown to be beneficial to all the present and future users of the landscape. The capacity-building campaign will extend to non-producer economic interest groups who will be given training on enterprise development, particularly value addition and support services. Majority of whom will be women and youth-based and start-ups stimulated by the project.

### **II.2.2: Subcomponent 1.2: Sustainable and Climate-Smart Nutrition-Sensitive Production Systems**

118. The subcomponent aims at supporting priorities elaborated within the CPs for the target rural producers involved in farming and fishing to improve productivity, production, and nutrition security. Focus will be on sorghum production system and fisheries priorities identified in the CDPs. The preliminary interventions elaborated further are based on the discussions held with communities during design.

#### **Sorghum**

119. **South Sudan Sorghum** – Sorghum is the mainstay of the national food security (AfDB, 2020), constituting an estimated 76% of the national food supply (Famine Early Warning System, 2021). The crop is indigenous to the country and is grown in all the country’s states. It forms the staple food for most of the communities in the country. The state with highest sorghum area is Northern Bahr-el Ghazal with 161789 Ha followed by

Warrap with 138,857 Ha and the least producer is Unity state with 8723 ha<sup>15</sup>. In 2021 South Sudan produced 591 000 tons of sorghum grain from 700,041 Ha of land cultivated. Despite its significant place in household food security, production of sorghum per household is still small. Most households dedicate on average, below two acres of land for the growing of sorghum, many times in rain fed mixed cropping system. On average yields of 0.9 - 1.05 tons per hectare annual production of sorghum per rural household is hardly enough to meet the cereal needs of a family of six. This leaves the farmers with just enough for subsistence hence not enough for marketing.

120. **Production** – Lack of efficient tools for land clearing and ploughing coupled with lack of financial resources means that the farmers have to rely on manual land operations thereby limiting the size of land the families can prepare for crop production. Opening new land is quite a task as one is not only required slash but also cut down trees and destamp. Plowing is manually done using the hand hoe. Animal traction though cheaper relative to tractor is scarce and still overpriced. For instance, only three pairs of oxen are found in Karika and charge as high as 45,000 South Sudanese pounds (USD 32.1) per Fedan (1.038 Acres). Tractor service faces major problems related to the supply and high cost of fuel and spare parts, operator skills and maintenance, and repair capabilities persist, severely limiting the efficiency of the tractor service. This has increased the tractor hire rate making it unaffordable for small farmers. Farmers provide labour for field activities/operations both on individual and group farms. Lack of efficient tools for land clearing, ploughing and weeding coupled with lack of financial resources means that the farmers have to rely on manual land operations thereby limiting the size of land the families can handle for crop production.

121. Availability of household labour and/or the ability of the households to provide cash or in-kind payment (essentially food) for the mobilisation of fellow group members to help with given farm activities such as land preparation, weeding and harvesting is a major determinant of the size of land a farmer could put under crop production. Most households dedicate on average, below two acres of land for the growing of sorghum. Farmers around urban centers have small acreages compared to those further from urban boundaries. Land far from Urban boundaries is not much used due to insecurity and livestock conflicts. Most farmers sow by broadcasting the seed and row planting is very minimal which increases the cost of weeding. Intercropping is common and comes in the form of sorghum and sesame; sorghum, sesame, finger millet, cowpea and groundnut; Cassava and groundnut. No fertilizer is used and it is not available locally. Some farmers are aware of the reducing soil fertility on their farms based on progressing low yields especially in striga infested areas and mitigate this by shifting cultivation (moving to new land). Striga weed remains a major problem for sorghum cultivation in most growing areas, with farmers who have no access to new plots and continue to cultivate the same exhausted plots being severely affected<sup>16</sup>. Striga management requires an integrated approach using tolerant varieties, soil fertility management, crop rotation and mechanical control.

122. Insect pests of economic importance in sorghum include stemborers, fall armyworm (FAW); birds (especially quelea quelea) are a menace at crop grain filling. Overall farmer education is very low which contributes to poor crop management skills leading to low productivity. This is largely contributed by very weak extension services. To improve productivity and production, farmers need to be supported to have access to modern land preparation equipment and climate smart agricultural practices. The extension system has to be capacitated and motivated to deliver services to the farmers. SADEP takes a broader view in addressing Productivity and production through: a) conducting on-farm evaluation and demonstration of climate smart released and new sorghum, groundnut and sesame varieties with recommended agronomic practices; b) Dissemination of climate smart nutritious sorghum, groundnut and sesame varieties,

---

<sup>15</sup>FAO/WFP Crop and Food Security Assessment Mission (CFSAM) to South Sudan, 2021).

<sup>16</sup>VSF, 2023. Value Chain Assessment Report<sup>1</sup> Warrap, South Sudan. Farm Enterprise Development through Inputs and Services (FEDIS) Project.

Climate Smart Agricultural (CSA) practices including sorghum and groundnut/sesame intercropping and rotation for dietary diversity, income, soil health and pest and disease management, climate information and nutrition education, for the sorghum-based system; c) supporting producer groups' access to and use of appropriate land preparation technologies; d) capacity building of extension staff and farmers in Climate Smart Agricultural (CSA) practices, use of climate information and good nutrition practices.

**Seed Systems** – Availability of quality seed of sorghum is a major problem across the sorghum production areas. Farmers largely grow their local varieties. Seed is sourced from own saved "seed/grain", neighbours and open markets. Lack of own saved seed from previous season's harvest results from total crop failure (drought and floods) or the seed consumed due to food scarcity (produce not enough to sustain family to the next harvest. Although development agencies provide sorghum seed (mainly improved varieties sourced from neighbouring countries) as an emergency response, most times the seed either comes too late into the season, has low germination percent or at times it has low purity (mixed - more than one variety) which largely contributed but poor enforcement of seed import regulations. **There is a huge potential to produce seed within South Sudan to spur growth of the seed business. In 2022, for example, the FAO procured a total of 5,903 MT of seed of staple crops 69% volume of which came from Uganda and the remainder locally. The few Seed companies in the country are producing only 17% of the required quality seed of improved varieties of maize, sorghum, groundnuts, cowpea and common beans. A total of 63% of the seed produced locally goes to humanitarian organizations (Subedi, et al., 2022). Although development agencies provide sorghum seed (improved varieties sourced from neighbouring countries) as an emergency response, most times the seed either comes too late into the season, has low germination percent or at times it has low purity which is largely contributed by poor enforcement of seed import regulations for quality control. Members of the Seed Traders Association of South Sudan (STASS) see the private seed companies being able to provide a reliable source of high-quality seed to increase household food production and consumption, develop value chains creating employment opportunities, and scale up seed production to increase agricultural production. SSG Africa is working with the government and private seed companies to strengthen the capacities in production of early generation and certified seed. Non-Governmental organizations (NGOs) are also actively involved in supporting communities to access quality seed of both local and improved varieties with some aspect of seed quality assurance through the Quality Declared Seed (QDS) system. This system also promotes entry and uptake of improved varieties.**

123. Although there are about 8 varieties of sorghum that the Ministry of the Agriculture and Food Security (MAFS) has approved for release to farmers, the lack of adequate funding to research to promote and produce early generation seed has prevented their commercialization. There are many varieties bred by international and national institutions for pest and disease resistance, climate resilience, and nutrition that could be introduced to South Sudan testing, selection and release. The seed production and delivery systems need to be built to provide quality seed for both farmer and improved varieties. This requires building community seed production systems and supporting production of early generation and certified seed.

124. SADEP has taken cognizance of these constraints and incorporated measures to ensure a sustainable seed production and delivery system is built through a) strengthening quality community seed production, by facilitating the establishment of community seed banks, b) build capacity of stakeholders and form a network of community seed producers, especially women and youth as seed business entrepreneurs; b) conducting on-farm evaluation and demonstration of climate smart released and new sorghum varieties; c) Build capacity for production of Early Generation Seed and link with seed companies and POs for production of certified seed and QDS within South Sudan based on sound seed roadmaps. Work in close collaboration with Seed Services Unit of MAFS for monitoring and

certification, d) Support seed production at community level by supporting development and management of community-led small-scale irrigation facilities; c) training of extension and community seed producers; d) strengthening capacity of seed certification personnel.

125. **Planned Interventions** – Sorghum production system interventions under SADEP aim to ensure improved productivity, production and nutrition security by: a) building a sustainable seed production and delivery system to ensure farmers have timely access to affordable quality seed; b) ensuring farmers have access to and adopt climate smart agricultural technologies and practices; c) extension staff are capacitated with climate smart agricultural skills to support the farmers; d) **PO seed producers/sellers, seed companies and agro-dealers will be capacitated to provide some basic production information; e) youth in service provision (threshing and shelling) will be able to provide basic grain quality management and storage information to their clients (farmers); f) SADEP will make use of Village Based Agents (VBAs) trained by SSG in overlapping locations to provide extension to farmers; g) reducing post-harvest losses through adoption of appropriate technologies and practices; h) product diversification to increase consumption of sorghum and associated crops.**

126. Subcomponent 1.2 focuses on: a) strengthening quality community seed production; b) conducting on-farm evaluation and demonstration of climate smart released and new sorghum, groundnut and sesame varieties with recommended agronomic practices; c) supporting producer groups' access to and use of appropriate land preparation technologies; d) capacity building of extension staff and farmers in Climate Smart Agricultural (CSA) practices, use of climate information and good nutrition practices.

#### **a) Activity 1: Strengthening quality community seed production**

127. The smallholder sorghum farmers in South Sudan largely plant their local landraces. These include the short-season landraces that provide an early harvest in August/September, while long-season landraces, able to withstand both dry spells and waterlogging are harvested in December/January. The farmers use their own saved seed recycled from previous season's harvest. This is basically "grain" whose quality in terms of purity, health and germination are not ascertained. This significantly contributes to low grain yields realised by the sorghum farmers. In the same breath, although development agencies provide sorghum seed (mainly improved varieties sourced from neighbouring countries) as an emergency response, most times the seed either comes too late into the season, has low germination percent or it has low purity (mixed - more than one variety) which is largely contributed by poor enforcement of seed import regulations.

- a) Based on observations and information gathered during design mission field visits, building a robust and viable seed system will require a hybrid system that includes both the informal and formal approaches. Support will be given to build structures for production of quality seed of farmer varieties which are not only climate smart but also have preferred culinary traits. These seed production structures established at community level will eventually be the avenues for entry of the formal seed system which is driven by improved varieties. Capacity of the early generation seed production will be done to ensure regular availability of breeder and foundation seed to support production of certified and Quality Declared Seed by seed companies and farmers respectively based on sound seed roadmaps. As indicated in the PDR, the Seed Systems Group (SSG) grant support is founded on four crucial technical components: (i) the development and dissemination of new seed varieties; (ii) the strengthening of supply systems for improved seed; (iii) farmer outreach and engagement; and (iv) regional policy and coordination. SADEP will enhance and build upon these components in collaboration with SSG through several targeted initiatives as outlined in the activities below.

128. Key outputs under this activity will be:

- Capacity of 35 extension staff (1 per Payam and 2 each from county extension office) through training of trainers (ToTs) in seed production will be developed. This will be done in 6 days trainings per year for 6 years. Trainings will be done at County level.
- SADEP, through public payam and county staff and coordination of the IPs, will identify and train Producer Organizations (POs) to produce quality seed of climate smart farmer varieties and Quality Declared Seed (QDS). A total of 86 POs (Terekeka - 40, Bor - 24, Mundri West - 8 and Mvolo - 14) will be selected as seed producers (40 % youth) and be trained in 3 days sessions per training per year for 6 years. Trainings will be at selected sites on seed production farms and will cover key aspects of seed production including site selection, planting, crop management, harvesting drying, threshing/shelling, sorting, packaging and storage. By the end project these entities should be able to produce 304 tons of seed enough to plant 76000 feddans. The seed will be sold through community seed banks (seed stores);
- Support will be given for establishment of community seed banks (one per Payam) as business entities owned and managed by the PO. Each seed bank (store) will be equipped with a seed cleaner, a moisture meter, a solar system to run air conditioners, a thermometer, a weighing scale and 2 air-conditioners to ensure optimum seed storage conditions. Capacity building in entrepreneurial skills will be given;
- 20 EGS and certified seed producers (research and seed companies) including EGS research team at Palataka will be trained in seed production including development of sound seed roadmaps (4 days training sessions per year for 3 years);
- 25 Seed certification unit staff will be trained in collaboration with SSG to enhance seed inspection and certification services (5 days sessions per year for 3 years).

#### **b) Activity 2: Dissemination of CSA technologies and practices**

129. To facilitate dissemination and adoption of new CSA technologies and practices, technology transfer from research to the farmers needs to be enhanced and involve farmers in evaluation and selection. Data is also required to make evidence-based decisions on technology selection. To facilitate/support the research and technology transfer continuum, new technologies to increase productivity will be tested, evaluated and selected with farmers before release. In collaboration with the department of Research and Extension, Participatory Variety Trials (PVS) kits of new climate smart crop varieties from International Crops Research Institute for Semi-Arid Tropics (ICRISAT) and other partner research institutions will be evaluated together with agronomic packages on farmers' fields every year. Breeder seed for PVS will be sourced from ICRISAT and other collaborating research institutions for the first 2 years but subsequently this together with seed for demonstrations and minipacks will be produced at Palataka basic seed centre yearly.

130. To showcase the technologies, annual field days will be held in the Payams bringing together the various actors of the value chain. Overall, farmer knowledge and skills in CSA production technologies practices is still very low which hinders their abilities to utilize these resources effectively in bringing about desired improvement in crop productivity and production. This is largely contributed by very weak extension services. SADEP will support Capacity building of extension staff at county and Payam levels (as TOTs) to train the POs. All TOTs training will be done at County level. The TOTs will then train the POs to build their knowledge and skills in farming.

131. SADEP will:

- support yearly production of 5 tons of EGS for Participatory Variety Trials (PVS), demonstrations and minipacks of new climate smart sorghum, groundnut and sesame varieties with end user preferences (farmer and market) from ICRISAT and other partner research institutions. Outsourcing of seed from partners will only be done for year 1 and 2 of the project;
- 7-10 elite climate smart varieties together with agronomic packages recommended by the department of research will be evaluated on farmers' fields at 5 sites (representing



the agro-ecologies in the Payam) per Payam per year. Evaluation and selection of promising varieties and CAS packages will be done jointly by farmers, researchers and extension every season at crop maturity. Selected varieties of the 3 crops will be taken up the research Department to be entered into the variety release process. The PVS trial sites will be farmer, research and extension managed and data collection will be done by the extension and research teams.

- 70,000 mini seed packs of sorghum (1 kg packs) groundnut (1 kg) and sesame (0.5kg) varieties will be distributed to farmers and evaluated under their own production systems and management within the project period. Crop management and data on yield will be collected by the farmer after harvest. activity will be implemented together with SSG. Note that in areas where both SADEP and SSG are present SSG will use their own resources but areas where only SADEP is present SSG will leverage SADEP resources.
- Led by TIA, research and extension teams, on farm demonstrations of 2-3 released varieties of sorghum, groundnut and sesame will be established at 5 community selected sites per Payam per year for 7 years. The department of research has about 6 varieties of sorghum which have not been promoted across the target agro-ecologies. These will be used in the first 3 years of the project. Its expected that groundnut and sesame PVS evaluations (varieties sourced from collaborators) will have identified varieties to be entered into demonstrations by the third year. The demos will be managed by the farmers, research and extension and data collected by extension and research teams.
- Establish CSA practices demonstrations (row planting, fertilizer rates, intercropping, striga mgt, soil and Water management etc) using 1 improved variety and 1 farmer variety coordinated by TIA, research and extension teams at 5 community selected sites (representing the agro-ecologies in the Payam) per Payam per year. The Department of Research and Extension has information and experiences acquired on CAS practices (an inventory of these will be generated) and these will be tested/promoted across the targeted areas to determine their suitability. The demo sites will be farmer, research and extension managed.
- Organise field days (1 per Payam per year) to showcase and popularise new varieties and CSA packages bringing together various value chain actors (farmers, researchers, extension, seed companies, input suppliers, processors and relevant development partners/NGOs. During evaluation of the technologies at the field day , farmers will be grouped based on gender to have inclusive views on the final selections made. During field days, promotional material (flyers, brochures etc) on technologies being tested will be prepared and shared with participants;
- working with Seed Systems Group Africa (SSG) Africa, 1 seed fair per county will be held per year for community seed banks and seed companies to showcase their products (seed) to create awareness and enhance demand for quality seed (local and improved). One stakeholder meeting to link seed companies to community seed producers will be held annually for 3 years; Note that in areas where both SADEP and SSG are present SSG will use their own resources but areas where only SADEP is present SSG will leverage SADEP resources.
- 35 (27 from Payams and 2 from each county extension office) TOTs will be trained (TOTs) to deliver well-designed extension packages on appropriate CSA technologies and practices to POs (5 days sessions per year for 4 years) led by the department of research and extension ;
- Train the 526 POs organized in 2 groups per training site (on selected farmer site or group farm) using the 3 CSA practices manuals (1 per crop) to build their knowledge and skills in farming. The manuals will also be translated into popular local languages. For practical purposes (and few TOTs), 2 POs will be trained together at 1 site. SADEP will also support the extension staff capacity to reach farmers regularly.

### **c) Activity 3: Supporting producer groups' access and use appropriate land preparation technologies**

132. Land preparation by small holder sorghum farmers is manually done using the hand hoe. Animal traction, though cheaper relative to tractors, is not readily available when required; hence overpriced due to very high demand. For instance, field visits in Mundri West during SADEP design mission established that only three pairs of oxen are found in Karika area and charge as high as 45,000 South Sudanese pounds (USD 32.1) per Fedan (1.038 Acres). Problems related to the supply and high cost of fuel and spare parts, operator skills and maintenance, and repair capabilities limit use of tractor service. Farmers provide labour for field activities/operations both on individual and group farms. Lack of efficient tools for land clearing and ploughing means that the farmers have to rely on manual land operations thereby limiting the size of land the families can prepare for crop production.

133. SADEP will support the POs to embrace and adopt use of mechanized land preparation:

- ToTs will be selected by the communities to be trained in use of animal traction in land preparation. Oxen plough sets for training will be provided by the project whereas PO members will avail the oxen;
- One youth group per PO (with oxen) will be facilitated (cost shared) to acquire 1 oxen plough set and trained (including business skills) to provide services to other members on a commercial basis. Two TOTs per Payam will trained for 10 days once a year for 2 years. The youth groups will be trained for 10 days (5 groups per site; 4 sites per Payam) per year for 3 years;
- the youth groups will be supported by the project on a 50:50 cost sharing arrangement to acquire 132 oxen plough sets to pilot the commercial model. The POs will access mechanised services for land preparation through a paid service provided by the youth.

## **Fisheries**

### **Introduction:**

134. South Sudan's fisheries sector holds immense potential for sustainable economic development and food security, however the sector remains relatively underdeveloped compared to other African countries. Despite facing several challenges, efforts to harness the abundant aquatic resources offer promising avenues for job creation, poverty alleviation, and nutritional enhancement, especially for rural populations. Fish is an important source of protein for many South Sudanese households, particularly in rural areas where access to other protein sources may be limited.

135. The country is endowed with vast water bodies, including the Nile River, White Nile, Blue Nile, Sobat River, and various lakes and swamps, which form a rich habitat for diverse fish species and biodiversity. A thriving capture fishery occurs in the major rivers, most prominent in the Nile, as well as in the expansive wetlands which are concentrated on the vast Sudd swamps that lie between Malakal in Upper Nile State and Bor in Jonglei State. The total area available for capture fisheries is about 80 000km<sup>2</sup>. With more than an estimated 220 000 fishers (consisting of 208,000 subsistence fishers and 12,000 commercial fishers), fishing supports the livelihoods of more than one million South Sudanese.

136. Fishing is primarily artisanal with traditional methods such as nets, traps and hooks and conducted for both subsistence and commercial purposes. The total annual fish production in South Sudan is estimated at 114 000 tonnes (but official statistics report only 32 000 tonnes), which is considerably less than 200 000 tonnes considered to be the sustainable threshold of fish production. This is a rich multi-species fishery, with over 100 species reported in the Sudd wetlands, of which Nile tilapia, Nile perch, *Heterotis* and

African catfish are among the most important as they are widely distributed in most aquatic habitats and abundant in the catches. The demand for some species appears higher than local production, resulting in substantial quantity of fish imports in an effort to bridge the gap between demand and supply. Most of this import is from Uganda, which has a significant Nile perch and tilapia fishery that are traded across the border to South Sudan as fresh or smoked products. At the same time there is a significant quantity of fish exported to regional markets, in particular Uganda and DRC as main destinations, although there is indication that some of it pass through to third destination countries. This is mostly fermented/salted dried fish of Nile tilapia and Nile perch species.

137. Due to weaknesses in the regulatory frameworks and in the management capacities of Government fisheries authorities, the capture fishery in South Sudan is largely open access, without controls on numbers of fishers. The fishing regulations are mostly outdated and grossly inadequate to address the current fisheries management challenges. There are no registers of fishers and no fishing permit requirement, although traditional leaders have the powers to prevent a person from fishing in their areas of jurisdiction. There are no clear measures for fisheries management such as permitted fishing gears, protected sensitive zones, minimum catch sizes, closed fishing seasons etc. Furthermore, there is no monitoring, control and surveillance mechanism (MCS) for management of fisheries resources, which raises the risk of illegal, unregulated and unreported (IUU) fishing taking place. There is no effective fisheries data collection, and therefore, limited understanding of the fishery dynamics and how human activities are impacting on fish stocks. The country's transitional constitution recognizes the key role of traditional authority in matters affecting local communities, including in the control of local natural resources such as fisheries. Aquatic resources have been predominantly managed by various tribal communities through traditional governance systems in South Sudan, however these governance systems have been weakened due to internal conflicts, unclear roles and responsibilities across the decentralized structures and related dynamics.

138. Fish landing sites are not developed and are scattered along the Nile River bank and in the Sudd, and often lack access to urban markets due to under developed road and market infrastructure; difficulty of transportation between production and consumption areas reduce supply to domestic and external. The major fish landing sites are Bor and Terakeka, where basic fisheries infrastructures were developed with the support of development partners, however these require proper maintenance, management plans and additional facilities to be fully utilized. The sector is particularly constrained by inadequate ice production capacity, which limits the distribution of fresh fish across the country and contributes to high post-harvest losses. Currently there is no ice plant or cold storage located in the main fish landing centres, although UNDP constructed a small ice plant in Bor which is not functional due to some unresolved issues.

139. The Directorate of Fisheries and Aquaculture Development (DoFAD) is the mandated directorate to manage the fisheries sector. The current legal instrument for the fishery sector in South Sudan is the Freshwater Fisheries Act 1954, which was developed when the Sudan was still under colonial rule and therefore is outdated and does not adequately address the present challenges. A draft Fisheries Bill was prepared in 2006 and updated in 2012 but still has gaps that need to be addressed and validated before it can be finalized. The Fisheries Policy of South Sudan (2012 – 2016)<sup>17</sup> is still applicable, and its main goal is "Sustainable fisheries production and development, contributing to Economic Growth, Poverty Alleviation and Food Security." The Policy's specific objectives regarding capture fisheries is, inter alia, "To control overexploitation of fish stocks and eradicate IUU fishing".

140. While clearly there are many challenges to harness and sustain the benefits from the abundant fisheries of South Sudan, SADEP identifies the priority issues as; (i) sustainable management of fisheries resources with strong involvement of local communities in collaboration with State and County Government Fisheries authorities; (ii)

<sup>17</sup> <https://faolex.fao.org/docs/pdf/ssd146714.pdf>

Reduction of fish post-harvest losses through improved technologies, knowledge and skills; (iii) Development of fisheries infrastructure to reduce post-harvest losses and enhance market access; (iv) Harness fisheries data and indigenous knowledge for monitoring the impacts of fishing activities and management of resources; (v) Provision of fishing inputs and equipment to increase access to fisheries resources.

141. Fisheries interventions under SADEP aim to ensure the following: a) fisheries resources are produced and utilized sustainably; b) State and County Fisheries authorities collaborate closely with communities to effectively monitor the impact of fishing activities and managing the resources; c) post-harvest losses are significantly reduced; d) Improved technologies, skills, knowledge and good practices adopted for fishing and post-harvest; d) community-led infrastructure developed to improve fish quality, reduce losses and market access; e) improved access to fishing and post-harvest inputs and equipment by IFAD's target groups to increase the benefits from fisheries; . The project responds to these challenges with interventions under three sub-components. Sub-component 1.2, focuses on; a) Strengthening community-based planning and sustainable management of fisheries; b) Supporting community-based fisheries data, indigenous knowledge and monitoring systems for sustainable fisheries management; c) Enhanced access to sustainable fish production inputs and equipment. Sub-component 2.1 describes community-led and resilient fisheries infrastructure to reduce post-harvest losses and strengthen market linkages, while sub-component 2.2 is on Fishing community's capacity enhancement to reduce fish post-harvest losses.

### **Activity 1: Strengthen community-based planning and sustainable management of fisheries**

142. Despite its vibrancy and huge potential, the fisheries sector suffers from a weak regulatory framework and limited capacities within the Government structures for effective fisheries management and conservation. Limited resources available to State and County Fisheries Departments compromises their capacity for monitoring, control and surveillance (MCS) of fisheries, thereby raising the risk of illegal, unregulated and unreported (IUU) fishing taking place, and unless mitigated, could eventually result in over-fishing. The Fisheries Policy recognizes the critical importance of involving local communities in fisheries management to address some of these gaps and ensure the sustainability of aquatic resources and increased benefit from well-managed fisheries. The Policy encourages community-based approaches, such as co-management arrangements, as a way to enhance local decision-making, lower the costs of resource governance and ensure sustainable resources. Fisheries co-management, where stakeholders collaborate in the decision-making processes regarding the management of fisheries resources, offers several benefits in terms of sustainability, increased compliance, enhanced resource monitoring, adaptability to change, conflict resolution, empowerment of local communities in decisions that affect their livelihoods and cultural values, and; long-term economic benefits for communities reliant on fishing activities.

143. This activity contributes to the objectives of the Fisheries Policy by strengthening local capacities for planning and implementation of community-led fisheries management plans promoting good fishing practices. This may include preventing fishing methods or practices that harm sensitive ecosystems or controlling the use of certain types of fishing gear that are destructive to fish stocks by catching non-target species or juvenile fish before attaining their maturity age. Minimum mesh sizes may be established to protect juvenile fish and maintain healthy fish populations, while closed fishing zones and seasons may be determined to protect spawning grounds for vulnerable fish stocks. Community-based fisheries management plans should adopt the principles of Ecosystems Approach to Fisheries<sup>18</sup> (EAF), which considers the entire ecosystem in fisheries management

---

<sup>18</sup> <https://www.fao.org/fishery/en/eaf-net/about/what-is-eaf>

intervention, including the ecological, social, and economic dimensions. This presents a paradigm shift towards more integrated, inclusive, and sustainable fisheries management that considers the complex interactions between humans and the aquatic environment. By adopting a holistic perspective and employing precautionary, multidisciplinary, and adaptive management strategies, EAF aims to maintain the health and resilience of entire aquatic ecosystems while ensuring sustainable use of fisheries resources. Furthermore, the activity will improve coordination in the functions of States Fisheries Departments, Counties and sub-counties (Village and Payam and Communities) through regular interactions and capacity building of the State/County fisheries extension services towards sustainable fisheries management. Specifically, the key outputs under this activity will be;

- *Community-based fisheries management plans developed and implemented*, involving the input and effective coordination of fishing communities, traditional leadership, Payam councils, County and State Fisheries Departments.
- *Extension workers and fishers trained on sustainable fisheries management*, ecosystems approach to fisheries, good fishing practices, fishing regulations, permitted gear types, alternative livelihoods etc.
- *Strengthened extension services* with the provision of 6 motor-cycles and 2 fiberglass boats equipped with outboard engines to enhance the mobility and outreach of field extension workers in the fishing communities

**a) *Community-based fisheries management plans developed and implemented***

144. Developing community-based fisheries management plans will be done through a participatory process involving local communities in the decision-making process and empowering them to sustainably manage their fisheries resources, conserve aquatic ecosystems, and to improve the livelihoods of fisherfolk. It will be done through the following actions and steps;

145. The project will engage a Fisheries Management Expert with experience in the region to support this activity, including the development of Fisheries Management Plans and capacity building interventions. The Expert will work closely with the Fisheries Expert in the PCU. The ToRs of the Fisheries Management Expert are included in the Annex.

- *Stakeholder Engagement*
  - Identify and engage relevant stakeholders, including local fishermen, fishing organizations, community leaders, government agencies, CBOs/NGOs, knowledge institutions/scientists, and other resource users.
  - Facilitate inclusive and transparent discussions to ensure all stakeholders have a voice in the decision-making process.
  - Build trust and consensus among stakeholders through regular communication, collaboration, and mutual respect.
- *Baseline Assessment*
  - Conduct assessment of the fisheries resources, including fish stocks, fishing grounds, habitats, catch data, and socio-economic conditions.
  - Gather information on the traditional knowledge, practices, and governance systems of local fishing communities.
  - Identify key threats and challenges facing the fisheries, such as overfishing, habitat degradation, climate change, and socio-economic factors.
- *Community fisheries goals*
  - Work with the community to develop a shared vision for the future of their fisheries, considering ecological, social, and economic objectives.
  - Define clear and achievable goals and objectives that reflect the aspirations and priorities of the community, such as sustainable fishery management, income generation, food security, and cultural preservation.

- Develop *fisheries management plan*
  - Develop fisheries management plan in collaboration with the community, outlining strategies and actions to achieve the defined goals and objectives.
  - Incorporate a mix of regulatory, co-management, and community-based approaches tailored to the local context and needs.
  - Include measures for resource conservation, sustainable harvest practices, habitat protection, bycatch reduction, gear management, and enforcement.
- Capacity *building*
  - Provide training and capacity-building opportunities to empower community members with the knowledge, skills, and tools necessary for effective fisheries management.
  - Foster the development of local institutions, such as fishers organization or management committees, to facilitate collective decision-making and action.
- Implementation and monitoring:
  - Implement the fisheries management plan through collaborative efforts involving the community, government agencies, NGOs, and other stakeholders.
  - Monitor the implementation of management measures, regularly assess progress towards achieving goals, and adapt strategies as needed based on monitoring data and feedback from stakeholders.
  - Foster a culture of compliance and accountability, encouraging community members to take ownership of their responsibilities and adhere to agreed-upon rules and regulations.
  - Encourage the exchange of knowledge and experiences among communities, to promote learning and innovation.
  - Document and share best practices, success stories, and lessons learned to inform future initiatives and contribute to broader knowledge exchange and policy development.

## ✓ Fisheries Management Plan Outline

146. Fisheries Management Plan typically has the following outline, however, under SADEP some sections may be retracted or incomplete where data and information are lacking;

- Introduction
  - Background: Overview of the fishery, including key species, fishing methods, and stakeholders.
  - Purpose and Objectives: Statement of the goals and objectives of the fisheries management plan.
- Fisheries *Assessment*
  - Evaluation of fish stocks, including abundance, distribution, and trends over time.
  - Examination of the socio-economic aspects of the fishery, including fishing effort, catch composition, and economic contributions.
- *Legal and Institutional Framework*
  - Overview of existing laws, regulations, and policies governing the fishery.
  - Description of the roles and responsibilities of relevant government agencies, management bodies, and stakeholders.
  - Mechanisms for involving stakeholders in the decision-making process, including consultation processes and participatory management approaches.
- *Management Objectives and Strategies*
  - Objectives for maintaining or restoring fish stocks to sustainable levels, including reference points and harvest control rules.
  - Fishing rights, access and resource use among stakeholders.

- Measures for regulating fishing gear types, fishing effort levels, and spatial-temporal fishing patterns.
- Strategies for conserving and restoring fish habitats, including marine protected areas and habitat enhancement initiatives.
- Actions to minimize bycatch, discards, and incidental catch of non-target species through selective fishing practices and gear modifications.
- Procedures for monitoring fishing activities, enforcing regulations, and addressing non-compliance issues.
- *Management Measures*
  - Techniques for adjusting fishing effort, catch limits, and fishing seasons to achieve management objectives.
  - Specifications for allowable fishing gear types, sizes, and configurations to minimize ecological impacts and improve selectivity.
  - Designation of areas and periods where fishing is prohibited or restricted to protect spawning grounds, nursery areas, or vulnerable species.
  - Establishment of data collection systems, including catch and effort reporting
- *Ecosystem Approach*
  - Integration of ecosystem-based approaches into fisheries management, considering interactions between target species, predators, prey, and habitats.
  - Strategies for adapting to climate change impacts on fish stocks, habitats, and fishing communities
- *Implementation and Evaluation*
  - Plan for implementing management measures, including timelines, responsibilities, and performance indicators.
  - Procedures for reviewing and revising the fisheries management plan based on new information, changing conditions, and stakeholder feedback.
  - Mechanisms for reporting progress, communicating management decisions, and engaging stakeholders in the evaluation process.

#### **b) Fisheries extension workers and fishers trained on sustainable fisheries management**

147. There is currently no organized fisheries extension system in South Sudan, which undermines intentions to increase knowledge and skills of fishing communities. SADEP will address this gap through a training of trainers (ToT) approach, where selected personnel within the Counties are trained by the Fisheries Management Expert in the Project to provide extension services and training of fishing communities. ToT approach is a systematic and participatory method to build the capacity of selected individuals to become effective trainers and agents of change, in this case, in fisheries management, good fishing practices and post-harvest handling. Training fisheries extension workers is crucial for equipping them with the knowledge, skills, and tools necessary to effectively engage with fishing communities, promote sustainable practices, and support the development of the fisheries sector. SADEP will achieve this activity through the following steps;

- *Identification of Trainers:* The process begins with the identification and selection of individuals to be trained as community trainers. For sustainability, priority will be given to the County Governments fisheries personnel, who have a good understanding of fisheries sector issues and need skills upgrading to become effective as fisheries extension workers.
- *Needs assessment:* Conduct a needs assessment to identify the specific knowledge gaps, training needs, and capacity-building requirements of fisheries extension workers. This may involve a rapid scoping study involving fishing communities, government agencies, NGOs, and other stakeholders to understand the priorities and challenges facing fishing communities.
- *Curriculum Development:* Develop a comprehensive training curricula tailored to the specific needs and priorities of fisheries extension work concerning fisheries

management, good fishing practices and post-harvest handling. These curricula cover a wide range of topics, including fisheries biology, stock assessment, ecosystem-based management, regulations and policies, socio-economic aspects, good fishing methods, post-harvest handling, marketing, and community engagement.

- *Training delivery*: The trainers will utilize a variety of training methodologies and formats, including workshops, seminars, field demonstrations, peer learning, and e-learning platforms, to accommodate different learning styles and preferences. As much as possible, encourage active participation, group discussions, role-playing exercises, and hands-on activities to enhance learning outcomes and promote knowledge retention
- *Key training topics will include*
  - *Fish stocks and ecology*: Identification of local fish species, their seasonal production and spawning patterns; most important fishing areas; Understanding fish ecological interactions to inform management and conservation efforts; Identification of breeding and nursery sites for main species, ecologically sensitive areas etc in the local areas, that need protection
  - *Fisheries management practices*: Understanding the practices of sustainable fisheries management, including fish stock assessment, harvest regulations, fishing methods, fishing gears, habitat protection, and ecosystem-based approaches.
  - *Post-Harvest Handling and Processing*: Training on proper handling, preservation, processing, and value addition techniques to minimize losses, maintain fish quality, and enhance marketability.
  - *Marketing strategies*: Developing skills in packaging, pricing, and market access strategies to improve economic opportunities for fisherfolk.
  - *Community Engagement and Extension Methods*: Building capacity in participatory approaches, community mobilization, communication skills, extension methodologies, and behavior change techniques for effective outreach and engagement with fishing communities.
  - *Conduct practical demonstrations and field exercises* for hands-on learning of best practices, innovative technologies, and locally-appropriate solutions for fisheries management and development.
  - *Community-based fisheries data* collection and analysis, monitoring and evaluation techniques, and decision-making processes.

## **Activity 2: Develop community-based fisheries data and monitoring systems, integrating indigenous knowledge for sustainable fisheries management**

148. Fisheries management depends on data and information on the status and trends of fish stocks, fishing activities, environmental conditions and socio-economic information to inform decision-making processes. However, such data is generally limited or outdated in South Sudan due to various factors including the country's security context, limited technical capacities and resources available for data collection, remote and inaccessible fishing villages and other data related challenges. While there is no indication of over-exploitation of fisheries resources at the moment, it is vital to generate and analyse fisheries data, harness indigenous knowledge and monitor the resource status for evidence-based decision making. Participatory monitoring initiatives involving local communities in the collection, analysis and sharing fisheries data and information may reduce the gaps and help to promote transparency, accountability, knowledge and awareness about sustainable fisheries management.

149. This activity aims to pilot community-based fisheries data, information and indigenous knowledge generation and analysis and to monitor status and trends in the fishery. It will develop simple templates and provide appropriate hands-on training, resources and the kits for recording key basic data and indigenous indicators for monitoring the status and changes in the fishery. These include data and information to assess fish production and catch composition (quantities caught, species composition etc.),



fishing effort (including the number and types of fishing vessels, number and types of fishing gear, registration of fishers and fishing sites etc), fishing activities (spawning and nursery areas, spawning seasons etc).

150. The key output from this interventions are:

- Community-based fisheries data collection, indigenous knowledge and monitoring system developed. This includes development of appropriate fisheries data collection tools (templates, kits etc.) and provision of resources needed for data collection.
- Capacity building of State and County Fisheries staff and fishing communities on participatory fishery data collection, analysis and monitoring;

### **Community-based fisheries data collection established**

151. Community-based fisheries data collection involves engaging local fishing communities in the collection of data on fisheries resources, catch statistics, fishing effort, and socio-economic indicators. By engaging local fishing communities in data collection efforts and empowering them as active participants in fisheries management and research, we can enhance the relevance, credibility, and sustainability of fisheries data and contribute to more informed decision-making and inclusive governance processes. This activity will be achieved through the following actions and steps;

- *Stakeholder Engagement*
  - Engage with local fishing communities, community leaders, and other stakeholders to build trust, establish partnerships, and gain their support for data collection efforts;
  - Foster collaboration and co-ownership of the data collection process by involving community members in planning and implementation.
- *Capacity Building*
  - Provide training and capacity-building to empower community members with the knowledge, skills, and tools necessary for data collection, including survey techniques, sampling methods, data recording, and reporting; species identification, fish measurement etc.
- *Data Collection Methods*
  - Utilize a combination of quantitative and qualitative data collection methods, including surveys, interviews, participatory mapping, focus group discussions, and observation;
  - Develop standardized data collection protocols and questionnaires tailored to the specific objectives and information needs of the project, ensuring consistency and comparability of data across different sites and time periods.
  - Incorporate participatory approaches that involve community members in data collection activities, such as participatory monitoring programs
- *Key Data Variables*
  - Fish Catch and Landings: Data on species composition, size distribution, and quantity of fish caught, including target species, bycatch, and discards.
  - Fishing Effort: Information on fishing gear types, fishing methods, fishing duration, fishing grounds, and vessel characteristics to assess fishing pressure and spatial distribution.
  - Socio-economic Indicators: Demographic profile of fishing communities, household incomes, livelihood activities, fishing expenses, access to markets, and social dynamics to understand the socio-economic context of fisheries.
  - Environmental Parameters: Monitor environmental variables such as water temperature, salinity, currents, weather conditions, and habitat characteristics to assess the ecological context of fisheries.
- *Data Management and Analysis*

- Establish data management systems and protocols to organize, store, and analyze fisheries data collected by community members, ensuring data security, privacy, and confidentiality.
- Conduct regular data validation, quality control checks, and data verification exercises to ensure accuracy, reliability, and integrity of data.
- *Feedback, Communication and Learning*
  - Provide feedback to participating communities on the results of data collection efforts, including key findings, trends, and insights from the data.
  - Foster open communication channels between community members, project staff, researchers, and policymakers to facilitate dialogue, knowledge sharing, and learning.
  - Empower communities to use fisheries data for evidence-based decision-making, adaptive management, and advocacy to address local priorities and challenges.
  - Maintain ongoing engagement with fishing communities beyond the data collection phase, fostering long-term partnerships, and capacity-building
  - Encourage continuous learning, innovation, and adaptation by promoting participatory monitoring, feedback loops, and community-led initiatives.

### **Integrating indigenous knowledge (IK) into fisheries management**

152. SADEP endeavours to incorporate indigenous knowledge into fisheries management, to ensure that fisheries management can become more holistic, adaptive, and sustainable. Indigenous communities often possess deep, time-tested knowledge about local ecosystems, including fish behavior, migration patterns, and habitat preferences. This knowledge can complement scientific data and provide insights that may not be captured through conventional scientific methods alone. Indigenous knowledge often emphasizes sustainable practices that have been honed over generations to ensure the long-term health of fisheries and ecosystems. By incorporating this knowledge into management strategies, it can help promote sustainable fishing practices and safeguard fish stocks for future generations. Recognizing and incorporating indigenous knowledge in fisheries management demonstrates respect for indigenous cultures and their rights to manage resources in their traditional territories. It can also empower indigenous communities by involving them in decision-making processes that directly impact their livelihoods and cultural practices. Indigenous knowledge often includes observations of environmental changes over long periods, allowing for early detection of shifts in ecosystems or fish populations. This can be invaluable for adapting management strategies in response to climate change or other environmental pressures.

153. The following actions and steps will be followed to obtain and integrate indigenous knowledge into fisheries management, through participatory approaches that respect the traditions, protocols, and rights of indigenous communities;

- *Build Trust and Relationships*
  - Establishing trust and relationships with indigenous communities through consultation, and dialogue to understand community priorities, concerns, and protocols for sharing knowledge.
- *Engage Local Leaders and Elders:*
  - Engaging with community leaders, elders, or knowledge holders who play key roles in transmitting traditional knowledge and seek their guidance on how to proceed with knowledge gathering efforts.
- *Participatory Research Methods:*
  - Utilize participatory research methods that involve indigenous community members, such as community workshops, participatory mapping exercises, oral history interviews, and collaborative field observations.
- *Respect Traditional Protocols:*

- Respect protocols and cultural norms regarding transmission and use of gathered indigenous knowledge, ensuring that information is used in a manner that aligns with community values and aspirations.
- *Document and Record:*
  - Record indigenous knowledge systematically in collaboration with community members, ensuring that it is preserved, shared appropriately, and utilized for fisheries management purposes.
- *Integrate with Scientific Data:* Integrate indigenous knowledge with scientific data and expertise for a more holistic understanding of fisheries dynamics and ecosystem health in order to develop comprehensive fisheries management strategies.

### **Activity 3. Enhanced access to sustainable fish production inputs and equipment**

154. South Sudan's fish production is relatively modest compared to its potential and generally considered to be under-exploited, primarily due to expansive fishing areas, limited infrastructure, lack of investment, limited access to fishing gears, boats etc., the conflicts situation, and other challenges. Annual fish production is estimated at around 114,000 tonnes, compared to an estimated 200,000 tonnes maximum sustainable yield, which suggests there is some scope to increase production without the likelihood of over-exploitation. However, noting the limitations in fisheries data and information to accurately gauge fish production and fishing effort status and trends, any measures to increase fish production should follow the precautionary principles and include investments in data and knowledge systems and in effective management of the resources. The focus of this intervention will be to provide fishing communities with the appropriate inputs and equipment to enable them to fish sustainably, and if possible, venture to new fishing areas that are still under-exploited.

155. Currently fishing communities face challenges in accessing proper fishing gears as there are no fishing gear outlets along the landing sites or anywhere close to the fishing camps/villages. Secondly, most fishers lack proper boats to venture further into new fishing grounds. Fishing boats are either dugout canoes made from tree trunks, measuring approximately 4-5 meters or timber/planked canoes, measuring 5-7 metres long, which constitute the bulk of the fleet. A few fiberglass canoes and boats have been distributed mainly by NGOs to be used principally for fish transport. Development partners have tried to address inadequacy of fishing boats, for instance FAO and UNIDO (also UNDP?) initiated boat construction as an entrepreneurship for the youth in Terakeka. There are at least 5 registered youth boat construction entrepreneurial groups, employing about 30 youths, who received capacity building support from FAO or UNIDO. They mainly construct wooden planked boats and there is very high demand for these boats. During the design Mission, it was established that the boats are ordered and cash deposit paid upfront, which suggests the possibility to expand the business and create more opportunities for the youth. FAO also trained the youth groups on constructing improved fibre-reinforced wooden fishing boats which, although costs more, offers increased durability and safety. Furthermore, FAO intends to build the local capacity for production of full fibre glass boats, however SADEP will not promote this model as the technology is likely beyond IFAD's target groups at the moment, also considering the difficulties to source the construction materials which have to be imported.

156. SADEP will develop the opportunities around construction of wooden planked boats, including the improved fibre-reinforced type, and the opening of fishing gear outlets at landing sites, to achieve multiple objectives, including; (a) increased access to fisheries resources for IFAD's target groups, (b) increased fish production, especially by adopting sustainable fishing gears and boats to venture into under-exploited fishing areas; (c) creating employment opportunities and incomes for the youth in boat building and fishing gear outlets. Specifically the project will support the following activities; (i) Support capacity building for boat construction, targeting 6 new boat building youth enterprise groups; (ii) fishing gear outlets established, targeting 2 retail outlets operated by the

private sector and/or fishers associations through a PPP arrangement in the project area and retailing sustainable fishing gears. The key outputs from this intervention are;

- 6 new boat construction youth enterprise groups established, equipped and their capacity developed;
- 2 fishing gear retail outlets established operated by the private sector and/or fishers association through PPP arrangement

### **Fishing boat construction enterprise for youth established**

157. Fishing boat/ canoe construction involves the crafting of canoes specifically tailored for traditional or artisanal fishing activities. These canoes are designed to navigate inland waters such as rivers, estuaries and the sudd, and they are typically constructed using locally available materials and techniques. This activity aims to develop boat construction enterprises for the youth, learning and building on the ongoing initiatives in the project area. It involves creating a platform where young individuals can learn valuable skills in craftsmanship and entrepreneurship relating to construction of fishing boats and establish youth enterprise groups to create positive change in their communities. Capacity building in canoe construction involves developing the skills, knowledge, and resources necessary to build and maintain canoes effectively as an enterprise.

158. The project will engage an experienced fishing boat construction expert, who will provide technical guidance on establishment of the boat construction enterprise. However, the core function of the expert will be to conduct capacity building and mentoring the youth selected for this activity. The ToRs of the Fishing Boat Construction Expert are included in annex. The activity will be achieved through the following actions and steps;

- *Objectives of the intervention*
  - The boat building enterprise aims to provide hands-on learning experiences for youth, promote craftsmanship, foster creativity, and encourage entrepreneurship, creating local employment.
- *Develop business plan:*
  - Develop a business plan outlining objectives, target market, boat types to be produced, pricing strategy, marketing plan, operations, and financial projections.
- *Identify target group:*
  - The boat construction initiative will target individuals within the youth age bracket, preferably those who have attained at least secondary level education or higher.
  - Recruit youth group members based on agreed criteria, starting with Group Leader who demonstrates high leadership and entrepreneurial attributes and passion for youth empowerment, and who are committed to driving the group forward. Each group should have 6-10 members sharing common goal and interests but with diverse backgrounds, skills, and experiences who can contribute to the group's success. Ensure that each member has clear responsibilities and contributes actively to the group's activities.
- *Recruit Trainer and Instructor:*
  - The project will engage an experienced canoe builder and craftsmen who can serve as trainer and instructor for the capacity-building program. This should be an individual with practical experience in canoe construction and a passion for sharing knowledge with others.
  - *Facilities and equipment*
  - *Determine the location for boat construction, considering factors such as proximity to fishing grounds, accessibility, visibility, and potential foot traffic*
  - Project to support establishment of boat construction yard
  - Provide access to tools, equipment, and materials needed for canoe construction
- *Capacity building*
  - Conduct a needs assessment to identify the specific skills, knowledge gaps, and resources required for effective canoe construction.

- Develop a training curriculum that covers all aspects of canoe construction, including design principles, materials selection, construction techniques, safety protocols, and quality control measures. Tailor the curriculum to the needs and skill levels of the participants.
- Provide hands-on training sessions and workshops where participants can learn by doing.
- Emphasize the importance of safety protocols and quality standards in canoe construction. Train participants on proper use of tools, handling of materials, and adherence to construction guidelines to ensure the safety and durability of the finished canoes.
- Incorporate principles of environmental sustainability into the training program. Educate participants on eco-friendly materials, techniques, and practices that minimize environmental impact during canoe construction and promote stewardship of natural resources.
- The project may consider and facilitate advanced training opportunities for highly skilled youths who want to further develop their skills in canoe construction. This could be done through SSTC, connecting them with other IFAD projects in the region which have links with advanced fishing boat construction initiatives.
- Training on proper costing and pricing of boats to ensure they remain competitive. Additionally, training on effective social branding and marketing.
- *Seek Funding and Sponsorship:*
  - Explore funding opportunities and sponsorship to sustain the operations of the youth enterprise group, including the seed capital for boat construction. In particular facilitate the youth groups access to SADEP Micro-finance interventions and any other microfinance resources by other development partners, private sector and Government programmes supporting youth entrepreneurship.
  - For sustainability, it is expected that the current situation will continue where boats are competitively sold at market price without a subsidy.
- *Boat Design Phase:*
  - Conduct a quick assessment to understand the requirements of local fishermen, including the type of fishing activities, water conditions, and transportation needs; and the type of boat in high demand
  - Close consultation with local fishermen and existing boatbuilders to develop canoe designs that meet their specific requirements, considering factors such as stability, manoeuvrability, load capacity, and durability.
  - Establish detailed technical specifications for the canoe, including dimensions, hull shape, seating arrangements, and material requirements.
- *Material Selection:*
  - Choosing suitable materials for construction based on local availability, cost-effectiveness, durability, and buoyancy.
  - Common materials used in fisheries canoe construction include wood (such as cedar, mahogany) and traditional materials like dugout logs or reeds. The project may consider fibreglass-reinforced boats. Fibreglass boats are new introduction in South Sudan provided mainly by Development partners and not easy to get the raw materials. There are also local boats reinforced with fibreglass or resin, which improves safety and durability.
- *Construction Process:*
  - Hull Construction: Building the hull of the canoe using traditional or modern boatbuilding techniques, such as strip-planking, stitch-and-glue, or dugout carving, depending on the chosen material and construction method.
  - Outfitting structural components inside the canoe to enhance stability, comfort, and functionality.
  - Reinforcement: Strengthening vulnerable areas of the canoe, such as the keel and stern to withstand the stresses of fishing activities and transportation.
  - Waterproofing: Applying sealants, varnishes, or fiberglass coatings to protect the canoe from water ingress and prolong its lifespan.

- Painting and Decoration: Decorating the canoe with traditional or decorative colors, or markings, often reflecting the cultural heritage or identity of the local fishing community.
- *Testing and Evaluation:*
  - Conducting float tests and trial runs to assess the performance, stability, and maneuverability of the constructed canoe.
  - Making any necessary adjustments or modifications based on feedback from test runs to ensure the canoe meets the requirements of local fishermen.
- *Training and Handover:*
  - Providing training to local fishermen on proper canoe handling, paddling techniques, and maintenance procedures, and guidance on safe and sustainable fishing practices..
  - Handing over the completed canoes to the fishermen

### **Fishing gear shop established**

159. SADEP will support the establishment of fishing gear shop at the major landing sites to provide essential equipment and supplies to fishermen and supporting the local fishing industry. This intervention will create opportunities especially for the youth and women, address the fishing input needs of local fishermen, support the fishing community, and contribute to the sustainable development of the fisheries sector.

160. The activity implementation will be supported by the Fisheries Specialist in the PCU in liaison with the Fisheries Management Expert engaged by the project. The latter will particularly be useful in providing technical guidance to the operator on the respective fishing gears. The following actions and steps will be followed for the establishment of gear shop;

- *Market assessment*
  - Conduct a quick market research to understand the demand for fishing gear in the area, including the types of gear preferred by local fishermen, their purchasing habits, and the competition from existing suppliers.
- *Identify the business operator*
  - The project will facilitate the identification of a competent operator of the fish gear shop, which may be either a private sector operator or the youth association. Selecting a fish gear shop operator involves considering various criteria to ensure they can effectively manage and operate the business. Further consultations will be necessary to ascertain if these entities have the interest to operator the gear shop business, however the selection of the operator may consider the following criteria;
    - **Product knowledge:** The operator should have a strong understanding of fishing gear, including types of gear, their uses, and quality differences. This includes knowing the features and benefits of different gear brands and being able to recommend the right products for customers' needs.
    - **Business acumen:** Have the skills to manage inventory, finances, and supply chain to keep the business running smoothly and profitably.
    - **Customer Service Skills:** The operator should be approachable and able to assist customers with their needs and inquiries effectively.
    - **Location and Accessibility:** Should operate the shop at the identified landing sites so as to serve the project's target group effectively
    - **Knowledge of business regulatory Compliance:** Have basic knowledge of relevant laws and regulations related to operating a fishing gear shop, including permits, licenses, and any environmental or safety regulations.

- *Business Plan:*
  - Develop a business plan outlining the objectives, target market, product offerings, pricing strategy, marketing plan, operations, and financial projections.
  - Determine the location for fishing gear shop, considering factors such as proximity to fishing grounds, accessibility, visibility, and potential foot traffic.
- *Legal and Regulatory Compliance:*
  - Register business and obtain the necessary permits, licenses, and certifications required to operate a retail store, including business registration, tax identification, and health and safety regulations.
  - Ensure compliance with relevant fisheries regulations, import/export restrictions, and product standards for fishing gear and equipment.
- *Supplier identification:*
  - Identify reputable suppliers, wholesalers, manufacturers, and distributors of fishing gear and equipment to source high-quality products at competitive prices.
  - Negotiate favorable terms and discounts with suppliers, and maintain adequate inventory levels to meet customer demand.
- *Shop setup and merchandising:*
  - Set up fishing gear shop with shelves, racks, and signage to showcase the products effectively and create an inviting shopping environment.
  - Organize the inventory by categories such as rods, reels, lines, hooks, lures, baits, nets, traps, clothing, accessories, and safety gear, making it easy for customers to find what they need.
  - Offer a range of products to cater to different fishing techniques, target species, and budget preferences, including both branded and generic options.
- *Marketing and Promotion:*
  - Develop a marketing strategy to promote fishing gear shop and attract customers, including channels such as social media, radio, signage, and word-of-mouth referrals.
- *Customer Service and Support:*
  - Provide customer service by offering knowledgeable advice, assistance with product selection, equipment maintenance, repairs etc.
  - Build relationships with customers, listen to their feedback and suggestions, and continuously strive to improve products and services based on customer needs and preferences.
- *Financial Management:*
  - Keep accurate records of sales, expenses, inventory, and cash flow to monitor the financial health of fishing gear shop and make informed business decisions.

## **Nutrition Activities**

161. Nutrition activities under subcomponent 1.2 are expected to result in increased availability of nutritious foods at household level, enhanced diet quality, improved food security, incomes and nutrition resilience of targeted households. Nutrition mainstreaming will take advantage of one main intervention pillar namely – production level nutrition interventions in the sorghum, associated systems and selected horticultural VCs to increase availability of nutritious foods. The main activities under this intervention pillar will include: a) support with seed for nutritious foods including, fruit trees for backyard gardens; b) support with climate resilient kitchen gardening technologies; c) nutrition education of extension staff and farmers in good nutrition practices, including integration of nutrition modules in Farmer Field Schools; d) development of a comprehensive Nutrition Sensitive Agriculture manual for training extension workers on NSA (manual to be translated into local languages); e) explore value chain activities to promote diversification of food production through various approaches as appropriate in the context of SADEP (e.g. integrated farming systems, incorporation of additional varieties, intercropping, agroecology, etc).

162. *Activity 1: Support with additional seeds and seedlings for nutritious foods including food trees for backyard gardens* – The main aim of this activity is to address the challenge of poor quality of diets as a result of lack of access to diverse foods. Targeted households will be supported with seeds and/or seedlings of nutritious root crops (such as Vitamin A rich sweet potato vines, carrots, beetroots, arrowroots or cassava seeds or cuttings), food tree seedlings such as Moringa oleifera, fruit tree seedlings, and variety of coloured and leafy vegetables (pumpkins, butternuts, broccoli, cucumbers, okra, egg plant, cabbage, onions, bell peppers, kales, traditional vegetables, amaranth, etc). During community prioritization activity, individual communities will be asked to identify locally known foods to be prioritized in this activity. Besides what is already known and existing, the nutrition champions (ToTs) will engage the community with information of other nutritious foods in the above-mentioned categories that could be lacking in the localities but are adaptable to the target areas. Through POs, community members will identify locations where common nurseries can be established to plant seedlings for particular crops which can be distributed to group members. Group members will be trained to jointly tend the nurseries and hence foster cohesion among community members. Regarding other crops in the categories above which do not require a nursery step, group members will be provided with seeds for direct planting on individual beneficiary backyard gardens. Extension workers from departments of agriculture and forestry, will provide support with food tree seeds and help in capacity building the TOTs on propagation of these food tree seedlings. The ToTs will cascade this information further down to individual POs. The nutrition specialist at the PMT level will be in charge of coordinating this activity to ensure timely and seamless implementation by ensuring that activity is adequately captured in the AWPB.

163. *Activity 2: Support with climate resilient kitchen gardening technologies* – This activity links to activity 1. Besides the normal backyard (kitchen) gardens, SADEP will promote climate resilient technologies that are water efficient and reduced labour especially targeting women. These will include but not limited to multi-storey cone gardens, sunken moist beds, key hole gardens. Extension workers will be capacity built to train farmers through POs. Community demonstration centres will be established in appropriate locations for training on how to set up their own gardens using the climate resilient technologies. Farmers will be provided with the various climate resilient kits for different types of garden technologies. Most of the seeds or seedlings described in activity 1 above will be grown on these gardens while some will be intercropped with staples in the main farms where feasible. The multiple water use activity in sub component 2.1 will provide water for irrigating the backyard

164. *Activity 3: Nutrition education of extension staff and farmers in good nutrition practices* – This would include integration of nutrition modules in Farmer Field Schools. This activity links to the first two activities. The nutrition specialist at PMT level will be responsible for preparing training modules on nutrition sensitive agriculture and collaborate with component lead to integrate the modules in the farmer Field Schools. The content of the nutrition modules will include but not limited to the list of potential nutrition sensitive value chain interventions (NSVC) for sorghum and associated value chains as described in Table 3 in the Nutrition Annex of the PDR. A module on integrated approaches for ensuring soil fertility such as use of organic wastes from homesteads and domestic animals will be included. Where feasible, provision of nutrient enriched organic fertilizers will be considered.

165. *Activity 4: Development of a comprehensive Nutrition Sensitive Agriculture manual for training extension workers on NSA* – It is the responsibility of the nutrition specialist at the PMT level to lead the development of a comprehensive NSA manual that will cover key topics on nutrition practices at production, harvesting and storage. This will be done in consultation with the Ministry of MAFs. The manual will be translated into local language(s) to facilitate the extension workers in cascading the trainings down to farmers.

166. *Activity 5: Explore value chain activities to promote diversification of food production* – This would be done through various approaches as appropriate in the context



of SADEP. This will include capacity building on diversification approaches such as integrated farming systems, incorporation of additional varieties, intercropping and agroecology. It will also include NSVC interventions described in table 3 in the nutrition annex of the PDR.

### **II.3: COMPONENT 2: ENHANCED CAPACITY FOR POSTHARVEST MANAGEMENT AND HANDLING**

167. Complementing Component 1, and informed by the community priorities identified in subcomponent 1.1, the objective of this component is to enhance community infrastructure and post-harvest management capacity with nutrition, gender and youth lens by enhanced access to climate resilient infrastructure and post-harvest management practices and technologies, business management and financial literacy skills. The component consists of two subcomponents.

#### **II.3.1: Subcomponent 2.1: Community-Led and Resilient Rural Infrastructure**

168. The subcomponent supports enabling infrastructure for the targeted value chains. It will invest in the selected value chains-related infrastructure identified as crucial for food and nutrition security. It will support interventions aimed at addressing infrastructure-related constraints faced by smallholder farmers/fishers, their organisations and other relevant actors operating within the targeted value chains.

169. To ensure ownership and sustainability, infrastructure gaps and the potential interventions will be identified in subcomponent 1.1 through the Community-Led Planning and Prioritization following a CDD approach. All identified infrastructure will be prioritised and implemented after feasibility assessments. When effectively implemented, planned interventions will contribute to: a) increased production, productivity, and availability of safe nutritious food; and b) reduced post-harvest losses and improved quality and value of sorghum-based and fish products. Following below are the planned activities and their implementation modalities.

170. **Activity 1: Development of Small-scale Irrigation and Water Infrastructure** – Irrigation enables smallholder farmers to extend the growing season and to produce crops all-year long. By investing in irrigation, SADEP will support rural communities livelihoods by sustainably raising and stabilizing their seed and crop productivity, and by enhancing their resilience to food insecurity, the effects of climate change and economic shocks. The SADEP irrigation and water related interventions will focus on:

- Strengthening the Palataka National basic seed centre capacity in terms of seed production by developing an adequate irrigation system supplying at least 15 ha with irrigation water to increase and stabilize seed production and productivity of Sorghum but also, Groundnut, Sesame and other relevant crops' seeds.
- Support crop and seed production at community level by supporting development and management of community-led small-scale irrigation systems on 100 ha (25 ha per county) targeting mainly those communities and POs focusing on, but not limited to sorghum crop and seed production;
- Strengthen communities resilience, especially during periods of drought, by supporting development and management of twelve (12) solar powered multiple use water systems (MUS) supporting water provision for backyard gardens irrigation, domestic use (water points), and/or livestock watering (water troughs).

171. Community development plans established under subcomponent 1.1 would interact with the present subcomponent 2.1 with regard to the development of a water infrastructure. Subcomponent 2.1 development will adopt a participatory approach which is consisting of the following 3 phases:

- a) Assessment Phase, including: prefeasibility assessment, screening of potential intervention, community awareness and feasibility studies;
- b) Preparatory Phase, including: elaboration of water infrastructure engineering design, establishment of CBO/WUA and signature of infrastructure development agreement;

- c) Implementation Phase, including: tendering and execution of construction works, WUA capacity building, and signature of asset management transfer agreement.

### **I. Assessment Phase**

172. Application submission: Once the development of an irrigation or multi-use water infrastructure is listed among community development priorities, the SADEP third-party implementing partner (IP) in collaboration with the County Agricultural Department (CAD) will inform and sensitize the concerned community represented by a formal or informal WUA to formally prepare an application for the construction of a new small scale irrigation system or multiple use water system. SADEP will provide necessary assistance to the community with preparing and submitting the application to the CAD which should register and review the submitted application.

173. Pre-Feasibility Assessment: Each identified site will be subject to a rapid prefeasibility assessment which should comprise collection and desk review of secondary data and a reconnaissance field visit will be conducted for a rapid assessment of relevant aspects possibly including: i) size of arable and command area, ii) salient features of the existing farming system (if any), otherwise potentialities for irrigation, livestock or domestic use of water, iii) water resources flow and quality (based on anecdotal survey, and/or secondary data), in addition to a rapid assessment of the existing and potential upstream and downstream water users/withdrawals, iv) soil types, land capabilities and the extent of any apparent limitations that can potentially hamper irrigated agriculture (apparent soil salinity, alkalinity, shallow soil depth, unsuitable soil texture or structure, etc.); v) current crop yields and production, if any; and vi) community socio-economic conditions.

174. The reconnaissance field visit should involve a multidisciplinary team including, at least an irrigation engineer, agronomist, socio-economist and environmental specialist. In terms of outputs, the rapid technical assessment, should:

- Identify the potential for the development of the requested irrigation/water infrastructure;
- Exclude severe limiting factors to investment which make sites unworthy of feasibility study;
- Include a first estimate of the likely incremental costs and benefits of the proposed investment, from which a first estimate of financial viability can be made. The Reconnaissance Team must elaborate and submit a Pre-Feasibility Report to the PCU, IP and CAD for review and approval.

175. Screening of potential intervention. If the number of potential interventions is large, the IP, in collaboration with the CAD, will proceed with screening all possibilities using a multi-criteria analysis which enables the scoring of several characteristics that, when weighted and combined, provide a preliminary indication of the likely viability and sustainability of each potential intervention. The main criteria to be considered should be defined by the PCU, IP and MAFS in consultation with the CADs. These criteria can include, but not limited to:

- *Technical Criteria*, e.g. i) reliable water supply and quality, ii) estimated increase of crop yields (assessed, not only for the targeted crops but also for the most commonly cultivated crop and reflects the potential irrigation value addition in terms of crop productivity in order to compare the agricultural performance of each potential irrigation system with the maximum value for all potential irrigation intervention sites. Higher normalized indices (ranging from 0 and 1) are assumed to be better), iii) land suitability for irrigation, iv) Length of Growing Period LGP (an indicator expressing the potential for rainfed agriculture. Sites with relatively higher indices are assumed to have lower priority for irrigation development since the development potential for rainfed agriculture is relatively high).
- *Socio-Economic Criteria*, e.g. i) Land Tenure status, ii) market potential, iii) women participation, iv) estimated initial investment cost, v) estimated Operation and

Maintenance costs which can be assumed at a preliminary stage as a percentage of the investment cost (e.g. 3-5% per year) just to serve as indicators allowing comparison among the various infrastructure investments. Smaller normalized indices (against the maximum) are assumed to be better.

- *Environmental Criteria*, e.g. i) potential impact on natural resources depletion, ii) potential use of fertilizers. Sites with smaller normalized indicators, compared with maximum value for all potential intervention sites, will be preferred, in order to reduce environmental impacts of agricultural production.

176. The weights of each set of criteria (technical, socio-economic, environmental) and the weights of each single criterion within a given set of criteria can be determined using different approaches, e.g. the Analytic Hierarchy Process<sup>19</sup> and/or through the use of specific questionnaires to be compiled by selected technical and managerial staff of MAFS and the most relevant partner ministries. The interpretation of questionnaires' answers will indicate national priorities and would enable calculating the different weights and therefore calculation of an overall score for each potential intervention and consequently establishing a ranking. If the ranking exercise faces difficulties, equal default weights can be considered.

177. Feasibility Studies. Those potential candidates scoring highest in the multi-criteria analysis will then be selected to undergo feasibility studies to demonstrate that the investment will be technically feasible, economically viable and environmentally and socially sustainable. The IP will ensure: i) preparation of necessary bidding documents for the procurement of consulting services to conduct the feasibility study, ii) invitation of bids and evaluation.

178. Technical feasibility may sometimes be difficult to assess due to unavailability of hydrologic data time series especially in case of ungauged catchments. The feasibility study should develop necessary alternative assessment approaches including modelling or adapted empirical approaches to minimize uncertainties. The feasibility study should assess and report on, but not limited to the following aspects:

- Available land and water resources (including soils, topography, watershed, hydrologic or hydrogeologic analysis including assessment of existing upstream and downstream water commitments);
- Land and water governance, as well as an assessment of any legal or institutional constraints to access;
- Existing agriculture, land use and land tenure;
- Agronomy, crop and farm models without and with the project;
- Agricultural production and market prospects;
- Anticipated social and environmental impacts;
- Likely costs (based on a detailed design of a sample area corresponding to 10% of the total area to be developed, or on the costs of a similar project in a similar contexte);
- A cost-benefit analysis.

179. The study should identify potential options to develop a gravity or pressurized system. The contracted consultant/consulting firm should prepare a preliminary design including the type of headworks (e.g. river intake structure, pumping station, individual centrifugal or submersible pumps, etc.), layout, type of distribution system, type and estimated number of control, distribution and canal-related structures. If two or more different options for the development of the SSI scheme were identified during the feasibility studies, it is necessary to prepare a preliminary design and cost estimates for each option to facilitate comparison and future selection of the best option. Additionally, the study should assess any potential negative impact on water availability for downstream users and/or environmental flow especially during the dry season or the peak water

---

<sup>19</sup> The AHP methodology is widely explained on the web.

demand period (whichever is more critical) and should come up with adequate mitigation measures.

180. In the interests of sustainability, the study should include consultation with all communities likely to be affected (positively and negatively) by the project. This, not only keeps them informed of progress, but also serves to benefit from their local knowledge and collect data on the real needs and challenges, cropping patterns and practices, crop yields and diseases, historical observations of extreme events, and seek their feedback on the project concept as it develops, its potentially negative impacts and measures to address these impacts. A Community Awareness meeting will be useful to inform the concerned male and female landholders having land in the (envisaged) command area of the scheme about: i) the participatory approach for planning, design, construction and management of the water/irrigation system, ii) establishment, registration and capacity building of the WUA, iii) the expected role and responsibilities of the beneficiaries during the different stages of the WUA formation, intervention design and implementation, and future operation, maintenance and management of the infrastructure; v) expected benefits in terms of increased agricultural production and farm incomes due to SADEP investment.

181. The IP will subsequently review the quality and findings of the draft feasibility studies and will decide on whether the potential candidates passing the feasibility study test can be prioritized for detailed engineering design and construction.

## **II. Preparatory Phase**

182. Water Infrastructure Detailed Engineering Design. Based on feasibility studies recommendations in terms of the selected development option, the IP will prepare necessary bidding documents for the procurement of services to conduct a detailed engineering design and work supervision. The detailed design will be carried out with a particular focus on the identified technical option related to water infrastructure and management either for irrigation purpose or for livestock and/or domestic uses. Both surface and groundwater sources are targeted if deemed adequately available and suitable. When developing Multiple-Use Water Systems, groundwater sources will be privileged, in particular shallow aquifers, in order to ensure water potability and compliance with national and WHO water quality standards without the need for any specific treatment. In case of surface water source, gravity water diversion will be considered as much as possible. When gravity irrigation is not possible, pressurized systems with the possible use of water storage facilities and use of renewable energy sources will be promoted, especially solar pumping. The use of highly efficient and water saving irrigation distribution systems, particularly localized irrigation (drip, sprinkler, mini sprinkler, etc.), will be promoted. When the natural internal drainage of soils is not sufficient and the soil salinization risk is substantially high, an adequate drainage system will be designed.

183. When MUS are selected, the respective designs should take into consideration, in addition to irrigating backyard gardens, development of social structures, such as water points, washing places and animal drinking troughs, to ensure the sustainability of the constructed facilities.

184. To develop a sense of ownership and responsibility for future O&M, it is required that the beneficiaries are involved in all development stages of the infrastructure, in particular during the detailed design stage as the most important decisions are made during this stage. To ensure such an effective participation, it is important to consider the elaboration of the design as a step-by-step process during which beneficiaries' priorities and preferences are, as much as possible, matched with technical and financial possibilities.

185. Establishment, Strengthening and Engagement of Water User Associations (WUAs). When existing, WUAs will act as the farmers representative starting from the early stage

of the intervention identification. If inexistent, the IP, with the support of CAD, will support WUA establishment as a legal entity with a bylaw to be approved by the County authority.

186. The process of establishing the WUA starts with the formation of the Founders Committee consisting of not more than 12 potential members representing all potential members of the proposed WUA. The Founders Committee has to elect its Chairperson and adopt its own rules of procedure to undertake all necessary activities preceding the establishment of the WUA. In particular, the Founders Committee has to prepare the following documents:

- Draft memorandum and preparation of the bylaws of the WUA. In order to ensure that the WUA Management Committee is representative and that the interests of all male and female landholders are duly represented, each WUA must specify the following conditions related to the composition of the WUA Management Committee: i) each village, religious community or ethnic group must be represented by at least one elected member in the WUA Management Committee; ii) at least 33% of the seats in the WUA Management Committee must be reserved for elected members representing the landholders in the lower reach of the command area; and iii) at least 25% of the seats in the WUA Management Committee must be reserved for female landholders;
- Application for the establishment of the proposed WUA. This application must be signed by at least 50% of the potential members of the proposed WUA;
- List of all potential members of the proposed WUA that must include description of each member's landholding, land tenure/lease certificate number, and signature. The Founders Committee must take into account that the following persons are eligible to become an WUA member: i) any person possessing land that is located within the service area of the proposed WUA; ii) any person using land located within the service area of the proposed WUA on the basis of a lease agreement for more than 5 years; and iii) any person leasing land for not more than 5 years provided that the lessee may exercise the membership right of the lesser (landholder) based on a written authorization given by the lesser.
- Draft annual work plan and budget of the proposed WUA. During the preparation of the first annual work plan for the proposed WUA, the Founders Committee must address the following topics: i) establishment of WUA office and procurement of office furniture and equipment; ii) assess the need for employment of O&M technicians; iii) procurement of basic O&M tools and equipment; iv) participation in the training courses offered by the project and related to infrastructure operation and maintenance, water management, assessment, billing and collection of irrigation (or water use) service fee (ISF); v) formulation and adoption of Internal Rules and Regulations, including rules for system operation and water distribution, vi) formulation and adoption of ISF policy establishing an equitable way on how to determine the ISF for each member to avoid conflicts. ISF should for example be proportional to the volume of water diverted/withdrawn by each member or to the farm size and/or cropping pattern.

187. Once registered (through the support of IP and CAD), the WUA chairperson and secretary should open a bank account in the name of the WUA and deposit the registration fees collected from the WUA members.

### **III. Implementation Phase**

188. Water Infrastructure Implementation Agreement. Before the commencement of construction works, an agreement will be made between the communities represented by the CBO/WUA and the CAD, facilitated by the IP indicating clearly the role and responsibilities of all parties. The agreement will also indicate a tentative time frame for completion of activities. Particularly, the agreement should cover the following aspects:

- An overview of all the earthworks & structures to be implemented;
- Works implementation schedule;
- Farmers' contributions;
- An outline of the WUA by-laws;

- Explanation of asset ownership and procedures for handing over to WUA;
- Right-of-Way for contractor and responsible staff;
- Modalities for joint progress monitoring & quality control during execution of works;
- Modalities for joint final inspection of completed construction works;
- WUA capacity building in governance, O&M and water management, administrative and financial management.

189. WUA Participation in Construction would typically consist of: Site clearing, excavation of Canals as required, supply of local construction materials, Land development, cart away and backfill. Prior to the signature ceremony, WUA members have to review and approve the infrastructure development agreement during an extra-ordinary meeting of the General/Representative Assembly. The Agreement will be mutually signed by the WUA and the IP/CAD.

190. Execution of construction works. The water infrastructure development will follow a phased approach and it is planned that all works should start on the second year of the project life while it should be achieved at the fifth year, which means two years before SADEP closure. Based on the bidding documents prepared during the design phase, the IP, in close consultation with the PCU, will handle the whole procurement process for construction works of water infrastructure from call for tenders until bid evaluation.

191. In addition to water infrastructure purely dedicate to small scale irrigation, SADEP will also develop multi-use water systems (MUS). Interventions will focus on the development and management of water infrastructure for backyard gardens irrigation, human/domestic use and/or livestock watering, particularly in the dry areas of the targeted counties. Investments in project areas will be designed to help communities be resilient in times of droughts and will build capacity for maintenance (especially for young people) and sustainable management of the resources. The MUS development will ensure access to and use of clean and safe water, as a key strategy to improve nutrition outcomes and reduce women’s burden.

192. Some of the works including digging wells, will be performed during the dry season to ensure water availability all over the year. The construction process can adjust and align with any unforeseen situation, after discussion with the work supervisor, IP and WUA.

193. Supervision of construction works. This is a fundamental activity aiming to ensure that works implementation is on schedule and complying with the technical specifications provided by the detailed engineering designs. Design consultants will ensure work supervision in close coordination with the IP engineers who will be responsible for the overall quality control process. As the WUAs will be responsible for future infrastructure O&M, it is important that the WUAs are formally involved in monitoring the physical progress.

194. Joint final Inspection of works. As soon as the contractor and WUA have issued a notice that all construction works have been completed, a joint inspection of these works must be planned within two weeks following the issue of the notice. The final inspection team will consist of the WUA and CAD representatives, contractor, works supervisor, and the IP. A final inspection report must be prepared by the supervisor of works, in which the main observations, conclusions and recommendations are summarized. During a joint meeting, the members of the joint inspection team have to review and approve the Final Inspection Report. Nevertheless, if the joint inspection of the construction works reveals that some works have not been completed properly, the Final Inspection Report must specify these observations clearly and mention the main reason(s) for non-completion or unsatisfactory completion of the works. Additionally, the Final Inspection Report must specify the modalities for the execution of the outstanding works, including a tentative work plan, by the contractor.

195. Preliminary handing over of SSI scheme. If the final inspection has revealed that all construction works have been completed properly, the contractor must preliminarily hand over the scheme back to the responsible government institution (MAFS/CAD).

196. Test run of the scheme. Following the preliminary handing over, the water/irrigation infrastructure must be tested during the defects liability period in order to assess if all structures are functioning properly. The test run of the entire scheme must be closely monitored by the WUA in close consultation with the CAD and the IP engineers. If the test reveals that the system has some deficiencies and cannot be operated as designed, the IP and CAD engineers must investigate the cause(s) and identify necessary remedial measures, which have to be discussed with the contractor and the WUA. If the malfunctioning is the result of one or more construction faults, the contractor has to out the necessary repair and/or reconstruction works at his own expense. However, if one or more design faults are the reason for the malfunctioning of the scheme, any remedial works extra cost should be discussed, case by case, between SADEP PCU and IP, while consulting IFAD if the remedial works cost is exceeding the maximum threshold for contracts variation as per contracts' terms.

197. Final handing over of the scheme. At the end of the defects liability period, and if the test run has revealed that the entire scheme is fully functional, the final handing over of all water related infrastructure from the contractor to the responsible government institution (MAFS/CAD) can take place.

198. Signature of asset management transfer agreement. Before the WUA can take over the responsibility for the Operation and Maintenance (O&M) of the water infrastructure, the IP will prepare an Asset Management Transfer Agreement (AMTA) to be signed by the WUA and the MAFS/CAD. The following topics should be covered in the AMT Agreement:

- Detailed inventory of all infrastructure for which the WUA will take over the O&M responsibility;
- Functions of the WUA with regard to the O&M of the I&D within the command area;
- Responsibilities of the MAFS/CAD with respect to the provision of regular training and support to the WUA in order to enhance its technical, organizational, administrative and financial management skills required for the management of the WUA in an effective, accountable and transparent manner;
- Communication and reporting procedures;
- Procedures for settlement of disputes.

199. As soon as the WUA General/Representative Assembly has formally approved the AMTA Agreement, a scheme handover certificate will be signed between counties' authorities and the WUA, and witnessed by SADEP. Subsequently, each water infrastructure/scheme will be handed over to the respective WUA which entails the transfer of all responsibilities for its sustainable operation, maintenance and management.

200. WUA capacity building. The transfer of the O&M responsibility for the water infrastructure/scheme to the WUA can be effective only if the WUA members have the necessary knowledge and skills to carry out their responsibilities properly. Therefore, it is paramount that comprehensive capacity building programs will be delivered to WUAs. The programme will assess WUAs training needs and would potentially build their capacities in the following fields:

- Administrative and Financial Management;
- Irrigation Service Fee (ISF) policy (composition, assessment, collection & recovery);
- Sustainable water resources management and irrigation scheduling;
- Water Infrastructure/Schemes Operation, Maintenance and management;
- Mediation and conflict/dispute resolution.

#### **IV. Technical Assumptions**

201. A multi-use water system will generally be supplied from groundwater, ideally at shallow depths, up to a maximum of 100 meters. Deeper wells/boreholes can still be considered if strongly justified by the feasibility study in socioeconomic and technical terms. If community gardens irrigation is feasible, command area would depend on aquifer

yield and the consequent water availability, however for cost effectiveness, such command area should, as much as possible, be maximized. Solar pumping will be promoted. Water can either be pumped to elevated reservoirs/tanks and then distributed by gravity to water points for domestic use or water troughs for livestock watering, otherwise water distribution can be pressurized from the pump directly in the system, if technically justified.

202. Irrigation schemes' water sources and withdrawal techniques to be considered are:

- Surface Water (e.g from Nile River and its tributaries): by diversion or by pumping;
- Groundwater: by pumping from boreholes, shallow wells or hand dug wells, and rarely from deep wells; Springs.

203. The on-farm irrigation systems to be considered are those water saving and that are characterized by relatively high-water application efficiency, i.e.:

- Localized Irrigation Systems (drip, micro-sprinkler, sprinkler, etc.);
- Modernized surface irrigation.

204. **Activity 2: Rehabilitation of feeder roads** – Investing in farm to market roads rehabilitation has enormous potential to fill the gaps from production to related markets, reduce post-harvest losses, reduce transport and transaction costs, and improve farmers and fishers competitiveness and ability to reach their productive potential and to access and effectively participate in markets.

205. In order to ensure that sustainable physical connections between selected production/landing sites and fish markets are provided throughout the year, the project will support both value chains main actors through the full rehabilitation of 50 km of rural/feeder roads connecting production/landing sites to markets, to the main roads or to any relevant structure in the value chain. This activity will improve market access for various actors operating within the target value chains (e.g. farmers, artisanal fishers, processors, traders, etc.), reduce transportation costs, and minimize post-harvest losses by ensuring swift delivery of crops and fresh fishery products to consumers. The rehabilitated/upgraded roads will be climate resilient and adequate drainage systems will be designed and constructed.

206. The road rehabilitation process will be implemented based on the following steps: identification/prioritization, survey/design, procurement, rehabilitation/construction works, supervision and handing-over. Activities will start in the third year of the project and will be achieved by the fifth year to ensure that expected impacts are visible before the end of the project lifecycle.

207. Identification, selection and prioritization. The development of roads will be demand-driven, in line with the needs/requirements of both value chain development. Road identification and selection process will be participatory, involving beneficiaries (as detailed in Sub-Component 1.1), Counties' roads/infrastructure departments, and under the leadership of the project IP. When the length of potential roads is exceeding the target, a multi-criteria evaluation, scoring and ranking exercise will guide the roads' prioritization process. These include:

- Economic criteria (value for money) will be the most important of all. Road improvement activities will be in the most productive areas;
- Social criteria are expressed by: i) population served by the road, specifically fishers, sorghum farmers, processors, and traders; ii) number of social facilities (education, health, markets, etc.) served by the road;
- Technical criteria: reflecting the level of complexity in implementing targeted rehabilitation/construction works.
- Environmental criteria to be considered are: i) length of the road passing through landslide/eroded area in the mountain or a flooding prone zone in plain area; ii) number of trees to be cut down; iii) the area of forest that should be encroached by the road; iv) level of alteration of surface water hydrology crossed by the roads.



The importance of impacts for these criteria is evaluated through the likelihood of remediating them;

208. All pre-identified roads will be scored according to areas provided by each criterion above. The most important criteria (economic/value for money) will be attributed the higher importance following a weighting approach. All roads will be prioritized following a rating system. The higher the score, the more important the priority of the road during further steps.

209. The weights of each set of criteria (technical, socio-economic, environmental) and the weights of each single criterion (within a given set of criteria) will be determined by the project IP in close consultation with MAFS/PCU and the Ministry/Departments of roads and bridges (MRB) following for example the method described in section 2.1.1. This would entail calculation of an overall score for each potential road and consequently establishing a ranking.

210. The selected roads should, in any case, comply with the project SECAP category in terms of volume of traffic. Additionally, The IP Infrastructure Engineer will work closely with the counties infrastructure/roads departments to ensure that the selected roads are not part of the counties' development agendas or other ongoing development projects plans.

211. Roads Survey and Design. Those potential candidates/roads scoring highest in the multi-criteria analysis will then be selected for design which will be undertaken by a competitively recruited private consulting firm. The IP will proceed with: i) preparation of necessary bidding documents for the procurement of consulting services to conduct road design, ii) invitation of bids and evaluation. Site survey will be preceded by an appraisal and analysis of available data including existing topographic, hydrological, geological and meteorological data in addition to anecdotal information, maps and aerial imagery indicating key land uses, cadastral information, and critical infrastructure along the road. Site survey will then be conducted and would generally include: i) Estimation of the existing road traffic volume, ii) topographical survey, iii) soil and geotechnical investigations, in addition to iv) an assessment of specific sections necessitating drainage infrastructure including spot interventions like culverts and bridges. All surveys will identify unexpected hazards to be mitigated. Location of best construction materials (in sufficient quantities) will also be determined for further use during works.

212. Based on all information and elaborations above, an optimized design will be developed specifying the scope of works, design criteria for road specific sections, its geometry, drainage and structural elements, construction specifications, in addition to environmental, social and natural hazard management parameters. The design process will result in the development of Bill of Quantities BoQs (including drawings, line diagrams, safety measures, etc.) and preparation of bidding documentation to be used for further advertisement. Design packages will be subject to approval by the IP Engineer and IFAD No Objection prior to implementation. Through the establishment of a specific MoU, MRB will work closely with the project IP and PCU on: i) reviewing the tender documents for the consultancy services, ii) evaluating technical and financial offers, and on iii) reviewing the deliverables, specifically, the design drawings and the bill of quantities, and advising the PCU/IP on validation.

213. Procurement. Procurement process will be launched by the IP based on the bidding documents prepared at design stage. 2 road batches (approximately, 25 km each) should be arranged to ensure easiness of work scheduling, including both earthworks and structures altogether on the same road.

214. The following can be considered in selecting competitively recruited contractors (or joint ventures), to ensure good quality and timeliness of works: i) past experience on road infrastructure construction (at least five years); ii) number of similar rehabilitation or construction works implemented (at least three); iii) quality and ownership of relevant construction equipment (e.g. grader, wheel loader, tank truck, compactor, etc.); iv)

qualified and experienced staffs; and v) demonstrated financial capacity. SADEP will plan the procurement process and contract award in such a way to allow execution of works during dry seasons. Each contractor will be assigned a duration of four to eight months in average to complete targeted works, depending on road length and physical features.

215. Rehabilitation and Climate Proofing works. All road works will be implemented by contractors hired on a competitive basis and will be executed through the equipment-based approach. All interventions will be in line with specifications and guidelines prescribed by the BoQs. Before starting with works, sensitization of the target beneficiary communities will be carried out by SADEP, especially when their contribution is required in terms of provision of local material (aggregate, water, etc.) and unskilled labour which will be paid by the contractor.

216. In terms of climate proofing, and depending on the road segments vulnerabilities, engineering-based adaptation measures could include: improvement of subsurface conditions, material specifications, cross section and standard dimensions, drainage and erosion, and protective engineering structure. Additionally, and in order to cope with the increase in precipitation and extreme events on roads, the following potential measures could be considered, as needed:

- Applying a safety factor to design assumptions;
- Reducing the gradients of slopes;
- Increasing size and number of hydraulic structures;
- Increasing water retention capacity and slow infiltration through natural or bioengineered systems;
- Raising the road surface and adding additional drainage capacity;
- Increasing monitoring of vulnerable roads in order to prevent disasters;
- Using water capture and storage systems;
- Realigning natural water courses (river training);
- Enclosing materials to protect from flood water (i.e., impermeable linings);
- Using materials that are less affected by water.

217. Supervision of works. The consulting firm that designs the roads will be responsible for supervising implementation of works, following guidelines of the design. The supervision framework can include stationed staffs assigned on sites based on geographical locations (remoteness of various sites) and/or periodic field visits by a supervising engineer. After the contract is awarded, each contractor will update the work chronogram to serve as a tool to assess the progress (quantity and quality) of works and monitor the overall target. In consultation with the project IP, the consulting firm/supervising engineer will carry out day-to-day site supervision visits and will submit a comprehensive monthly report on the work progress. It is expected that during site supervision visits, he will provide timely guidance to the contractor and recommendations to address technical issues or work deficiencies arising on the sites during implementation of works. This will ensure that the deliverables are sustained and aligned with technical specifications.

218. The county infrastructure/road authority will undertake regular field visits and take part in site meetings and each follow up mission will be clearly documented. Both the county infrastructure/road authority and the consulting firm/supervising engineer should jointly advise the PCU/IP on works provisional and final acceptance and the related payments.

219. Defects liability period and hand-over. All roads will be subject to a defects liability period of at least six months (or one year if deemed necessary by MRB), after completion of rehabilitation works. During this period, all deficiencies and other problems identified by the IP and the supervising engineer during or later than provisional reception will be fixed by the contractor. Upon satisfaction of the IP, the supervising engineer, and the county infrastructure/road authority, each road will be first handed over to SADEP (by

contractors) and on a second level, to county infrastructure/road authority (by the project) that will be responsible for future routine and periodic road maintenance and management.

220. Impact assessment. It is expected that investments put into the rehabilitation of targeted roads will have a positive impact on the lives and environment of beneficiaries. As a high cost investment activity of the Project, it will be useful to gather and catch most aspects linked to the rehabilitation of these roads. Socio-economic information resulting from the involvement of communities (as unskilled labour or selling of aggregates) will be collected for the sake of further impact analysis of these activities.

221. **Activity 3: Construction of Warehouses/Storage Facilities** – Investing in storage facilities and warehouses construction has enormous potential to reduce post-harvest quantitative and qualitative losses, market provision regulation and stabilization of targeted commodities prices. Additionally, it enables the creation of market linkages between producers and buyers. In this regard, and in order to support the targeted value chains, SADEP will support various POs by the construction of eight (8) small-medium capacity (500-1000 quintals) warehouses/storage facilities (2 warehouses per county).

222. The warehouses construction process will be implemented based on the following steps: identification/prioritisation, design, procurement, construction works, supervision and handing-over. Activities will start in the second year of the programme and will be achieved by the sixth year to ensure that expected impacts are visible before the end of the programme lifecycle.

223. Identification/prioritisation. The need identification process will be conducted under Sub-component 1.1. Priority will be given to those communities that:

- have effectively developed a graduation path to professional producers organisations;
- have smooth accessibility and proximity to production area;
- have a relatively higher levels of production with specific focus on the targeted commodities (Sorghum, Groundnut, sesame);
- demonstrate ownership and express willingness to provide land/space where to construct the warehouse which would not result in any land compensation claims and would not result in serious adverse social or environmental impacts.

224. All warehouse opportunities will be prioritised following a rating system. The higher the score, the higher the priority for the warehouse construction. The screening/prioritisation exercise will be conducted at central level by the IP in collaboration with the PCU based on the above-mentioned criteria.

225. The project will consult with all the stakeholders of the ranked infrastructures to obtain a commitment from all parties to setup an operations and maintenance system for their infrastructure. Such commitment will represent a necessary condition before proceeding with warehouses design and construction.

226. The warehouse infrastructure that will thus have qualified will be submitted to the IP for approval of funding in full consultation with MAFS/PCU. Once the funding approval is secured, the IP will facilitate the formalization through an agreement between SADEP and the beneficiaries who should clearly set out the roles and responsibilities of each party and particularly the O&M responsibility of the beneficiaries.

227. Warehouses Design. Each warehouse design will be undertaken by a competitively recruited consulting firm demonstrating adequate experience in conducting similar designs and appropriate staffing inclusive of an Architect, a Civil/Infrastructure Engineer and eventually an Agronomist. The design process should take into consideration sites specific conditions, desired storage capacities, in addition to the specific storage requirements of the targeted commodities (e.g., including concrete drying floors, aeration/ventilation, etc. while excluding cold storage) and has to comply with the national/international construction standards in terms of foundation, superstructure material, etc. in addition to necessary provision for electrical installation, auxiliary facilities, water and sanitation systems (with the possibility of using solar energy where needed), emergency exit, etc.

The design process will be concluded by the development of Bill of Quantities BoQs and preparation of bidding documents. Design packages will be subject to approval by the IP Engineers prior to implementation.

228. Procurement. Procurement process will be launched based on the bidding documents prepared at design stage. The following will be considered in selecting competitively recruited contractors, to ensure good quality and timeliness of works: i) past experience on warehouses and storage facilities construction; ii) number of similar constructions works successfully implemented (ideally three); iii) quality and ownership of relevant construction equipment; iv) qualified and experienced staff; and v) demonstrated financial capacity. If the warehouse site is close to the production site/irrigation scheme, it will be possible for the project procuring the warehouse construction as a unique lot (with the irrigation infrastructure development).

229. Construction works and Supervision. All construction works will be carried out by the selected contractors in line with the design technical specifications and BoQs. Beneficiaries will contribute 10% of the total construction costs. This contribution will be through unskilled labour and, possibly, construction material (only if this is of good quality as approved by the contractor). The contractor will provide necessary O&M training to OPs as needed. The consulting firm that designs the warehouse will be responsible for works supervision as per design guidelines and according to the contractor work chronogram which serves as a tool to assess the quantitative and qualitative progress of works. In consultation with the PCU, the work supervisor will carry out day-to-day site supervision visits, provide timely guidance and recommendations to address technical issues or work deficiencies, and will submit a comprehensive monthly report on the work progress.

230. Defects liability period and hand-over. At the completion of construction works, each warehouse will be put under a liability period of at least six months after which, it will be handed over to SADE (by contractors) and on a second level to the respective OPs (by the project). Management of the warehouses and its facilities will be in the hands of the beneficiary OP who can opt for different management options including: i) forming a committee for the day-to-day management; or ii) hiring a manager, etc. The direct beneficiaries, members of the cooperatives/cooperative Unions will in any case be paying a user fee to sustainably manage the facilities.

231. **Activity 4: Development of Climate Resilient Fishery Infrastructure** – For fisheries, the project planned interventions will include supporting climate-resilient and accessible infrastructure investments that: a) can improve value chain functionality and add market and nutritional value; b) guarantee food safety, extend shelf life and reduce post-harvest losses; and c) improve the resilience, incomes and livelihoods of poor households involved in fisheries, including women and youth. Considering the contextual analysis, it is expected that communities will identify a range of community infrastructure needs including:

- Development of two<sup>20</sup> small-scale and climate resilient fish landing sites, as first points of sale with appropriate management mechanisms in place;
- Establishment of four<sup>21</sup> CBO-led cold chain technology, focusing on investing in ice making technologies that can provide services for production, storage or marketing; and
- Development of selected fish processing basic infrastructure including twenty<sup>22</sup> cost-effective and environmentally friendly solar drying tents.

#### **A. Fish Landing Sites**

<sup>20</sup>One will be established in Terekeka while the second one will be established in Bor.

<sup>21</sup>Two each for Terekeka and Bor.

<sup>22</sup>ten each for Terekeka and Bor.

232. The project will support the implementation of two pilot and modern climate resilient landing infrastructures which serve as first points of sale enabling fishermen to safely bring their catch ashore, enabling them to access markets efficiently. This activity will minimize the risks associated with extreme weather events, river water level rise, and banks erosion, ensuring the continued livelihoods of fishermen and the availability of fresh fish products for consumers.

233. Site selection. The climate resilient landing sites selection will also follow a multi-criteria evaluation, scoring and ranking process based on: i) importance of fish production; ii) proximity to fishing grounds; iii) accessibility; and iv) Vulnerability/susceptibility of potential sites to climate-related risks such as river water level rise, storms, and erosion.

234. Feasibility Study and design. Private consulting firms will be hired on a competitive basis to conduct the feasibility studies which should assess different development alternatives and recommend only one alternative for design. The design should: i) develop climate-resilient infrastructure plans that consider potential river water level rise corresponding to an adequate hydrological return period of at least 50 years, storms, and other climate-related factors, ii) incorporate sustainable and environmentally friendly practices, such as using renewable energy sources and minimizing environmental impacts, iii) project the infrastructure to be a multi-purpose facility ensuring processing, storage, and selling, iv) provide adequate solutions for power supply, water supply, waste and wastewater management, accessibility for all users including persons with disabilities, and v) prepare tender documents including technical specifications.

235. The project will work closely with the Ministry of Animal Resources and Fisheries' (MARF) technical experts who will provide support in terms of: i) preparing the bidding documents for the consultancy services, ii) evaluating technical and financial offers, and on iii) reviewing the deliverables, specifically, the design drawings and the bill of quantities, and advising the PCU on validation.

236. Construction Works and Supervision. Construction works will be carried out by qualified contractors (or joint ventures) hired on a competitive basis, while works supervision will be ensured by the same consulting firm that designed the landing site, with IP general oversight in close coordination with MARF. After the defects liability period, the infrastructures will officially be handed over to the respective local authorities that will delegate operation, maintenance and management to private players under PPP arrangements.

## **B. Support to CBO-led Cold chain technology**

237. The implementation of solar-powered ice making plants is a sustainable solution to support the fish value chain by ensuring reliable and cost-effective ice production. The objective is to enhance the efficiency and profitability of the fish value chain while reducing environmental impact. The project will implement four (4) solar powered ice making plants equipped with cold storage which will benefit fishers, fish traders and private sector players in terms of access to ice. Activities will start in the second year of the project and will be achieved by the third year. The implementation process will observe the following steps: identification and prioritization, Feasibility assessment and technical specifications, procurement and installation works, supervision and handing-over. The management of these facilities will be outsourced to private players under PPP arrangements.

238. Feasibility Assessment and Technical Specifications. Site selection will be demand driven and will be preceded by feasibility assessment. Priority will be given to those sites: i) which present buildings already available and require only to be equipped; ii) which are not connected to the national power grid, and iii) that are characterized by relatively higher fish production. Private consulting firms will be hired on a competitive basis to conduct the feasibility study and prepare tender documents including technical specifications for solar powered ice making plants.

239. Feasibility assessment will determine the viability and suitability of solar-powered ice making plants for the fish value chain. This assessment should include the following:

- **Site Evaluation:** Identify potential sites for the ice making plants, considering factors such as proximity to fish landing sites, availability of sunlight, land requirements, and accessibility for transportation.
- **Energy Analysis:** Assess the solar energy potential of the proposed sites through solar radiation studies and evaluate the energy requirements for ice production based on the fish processing capacity and demand.
- **Cost-Benefit Analysis:** Conduct a comprehensive cost-benefit analysis to evaluate the financial viability of solar-powered ice making plants, including initial investment, operational costs, maintenance requirements, and potential revenue generation.
- **Stakeholder Engagement:** Engage with stakeholders, including fishermen, fish processors, traders, and local authorities, to gather input, address concerns, and ensure support as needed.

240. Once the viability of solar-powered cold storage and ice making plants is confirmed, the consulting firm should develop the necessary engineering plans while considering the following aspects:

- **Solar Power System:** Design an efficient and reliable solar power system that can generate sufficient electricity to meet the ice production requirements. This includes determining the solar panel capacity, battery storage capacity, and backup power options;
- **Ice Making Equipment:** Select appropriate ice making equipment that is compatible with solar power systems, taking into account factors such as ice production capacity, ice quality, energy efficiency, and ease of maintenance;
- **Storage and Distribution:** Design suitable storage facilities for the produced ice, considering insulation, capacity, and ease of access;
- **System Integration:** Ensure seamless integration of the solar power system, ice making equipment, and cold storage facilities.

241. Procurement and Installation Works. Procurement process will be launched based on the tender documents including technical specifications. The potential contractors, hired on a competitive basis or through EPC contract, should demonstrate having adequate experience and capacity to implement such kind of works. The possibility of joint venture or partial subcontracting of works should be foreseen to facilitate the implementation of different lots of work, e.g. installation of the solar power system, installation of ice making plants, etc.

242. The successful installation and commissioning of solar-powered ice making plants require meticulous planning and coordination. The following implementation arrangements will be applied:

- **Procurement:** A comprehensive procurement plan will be prepared for the necessary equipment, materials, and services required for installation, including solar panels, batteries, ice making machines, cold storage tanks/freezers, and related accessories.
- **Construction and Installation:** The qualified contractors hired and installers experienced in solar power and refrigeration systems will be engaged to handle the construction and installation works under the direct supervision of the IP Infrastructure Engineer.
- **Training and Capacity Building:** The contractor will be in charge of elaborating O&M manuals and delivering trainings to the respective stakeholders on the operation, maintenance, and troubleshooting of the solar-powered ice making plants. This will ensure proper utilization and longevity of the equipment.

243. After the defects' liability period, the infrastructures will officially be handed over to the local authorities which should outsource the management of these facilities to private players under PPP arrangements.

244. **Monitoring and Evaluation:** A monitoring and evaluation framework will be implemented by the IP to assess the performance of the solar-powered ice making plants. On the other hand, the private managers should monitor energy generation, ice

production, storage capacity, and distribution efficiency regularly to identify any issues and make necessary improvements.

245. To ensure the long-term sustainability and success of the solar-powered ice making plants and provide on-going support, the project will support the private managers of the asset in implementing the following measures:

- **Maintenance and Repair:** A maintenance schedule and procedures should be developed by the consulting firm to regularly inspect and service the solar power system, ice making equipment, and storage facilities. Partnerships with local technicians or service providers should be established to address any repair or maintenance needs promptly.
- **Technical Support:** A mechanism to provide technical support and guidance to the fishermen, fish processors, and traders should be established. This can include a training materials, and periodic visits by technical experts to troubleshoot any operational issues.

246. In terms of potential scaling up and replication, the project should document the successes, challenges, and lessons learned from the implementation of solar-powered ice making plants, while developing guidelines and best practice manuals.

### **C. Installation of Solar drying tents**

247. Traditional fish processing structures, such as drying facilities, play a crucial role in adding value to fishery products, especially in areas where fresh fish transport is challenging. Developing and upgrading these structures enhances the processing capacity of fishermen, allowing them to transform their catch into value-added products with extended shelf life. Additionally, traditional fish drying structures contribute to the preservation of traditional processing techniques, cultural heritage, and the diversification of fishery product offerings, leading to increased market opportunities and income generation for fishermen. In this regard, the project will implement twenty (20) fish drying tents, the average dimensions of each tent is 10 m (Length) x 6 m (Width) x 2 m (Height). Activities will implemented during the third and fourth years of the project. The management of these facilities will be outsourced to private players under PPP arrangements.

248. Site selection and Design. Site selection will be demand driven (as detailed under Sub-Component 1.1). In terms of prioritization, the following criteria will apply:

- **Proximity to fishing communities:** locations close to fishing communities will be identified in order to minimize transportation time and costs;
- **Availability of suitable fish species production:** availability of relevant production of fish species suitable for drying will be considered;
- **Land availability:** Availability of land space (around 100 m<sup>2</sup>) where to install the drying tents. Sites well leveled or entailing minor or no civil works are preferred;
- **Accessibility:** accessibility to roads and transportation facilities for the distribution of dried fishery products should be assessed.

249. The IP will develop a basic design of the tent and prepare the technical specifications which can be standard or varying based on sites specificities. The technical specifications should focus on, but not limited to:

- **Tent material:** UV-resistant polyethylene/plastic, mesh/netting (for protection from insects and pests), waterproofing material, metallic structures, racks, etc.;
- **Size and drying capacity:** the average dimensions of each tent is 10 m (Length) x 6 m (Width) x 2 m (Height), however this can be adjusted as needed;
- **Temperature control:** effective for fish drying. It is important to maintain an optimal drying temperatures, typically between 25° and 60°C depending on the type of fish and desired drying outcome
- **Airflow management:** essential for moisture removal during the drying process.

### **Figure 2: Example of Fish Solar Drying Tent**



250. **Procurement and Installation Works.** Procurement process will be launched based on a basic RFP/RFQ launched by the IP. The potential contractors, hired on a competitive basis should demonstrate having adequate experience and capacity to implement such kind of works. Works supervision will be ensured by the IP.

251. **Defects liability period and hand-over.** At the completion of installation works, the IP Infrastructure Engineer will conduct a thorough inspection of the completed structures to verify that they meet the quality standards. Each drying facility will be put under a liability period of at least three months after which, it will be handed over to SADEP (by contractors) and on a second level to the respective communities (fishery CBOs) which should ensure the operation and management of the solar drying tents.

252. **Nutrition Activities** – Interventions under subcomponent 2.1 have a primary role of supporting the direct nutrition interventions described in the other components. Nutrition mainstreaming under this subcomponent will be aligned to the following intervention pillars: a) harness multi-purpose water use systems for nutrition resilience; b) leverage larger scale post-harvest infrastructure (improved warehouses for storage, improved landing sites for fish cold chain, dryers, etc.) to reduce post-harvest losses, preserve nutrient quality, guarantee food safety and extend shelf life; c) establish value addition units to accommodate small scale processing. Nutrition activities will include: a) promotion of good water, sanitation and hygiene practices. Steps would be taken to ensuring water safety informs drinking water infrastructure installations (groundwater sources will be preferred for multi-purpose water systems to ensure compliance with national and international/World Health Organisation (WHO) drinking water quality standards); b) support water provision for backyard gardens irrigation, domestic use (water points) and/or livestock watering (water troughs); c) nutrition education and social behaviour change and communication for optimal nutrient preservation. These activities are described in more detail under subcomponent 2.2.

### **II.3.2: Subcomponent 2.2: Capacity Building and Inclusive Post-Harvest Technologies and Practices**

253. It will provide a range of support to enhance the functioning of inclusive POs to improve post-harvest management for food and nutrition security informed by priorities identified in the community prioritization process. This will be strategic entry point for women, youth and other vulnerable persons. Following below is a summary of the constraints and planned interventions.

#### **Sorghum**

254. **Post-harvest handling and value addition** – The use of poor post-harvest and storage technologies and practices in sorghum leads to poor quality seed and grain losses. Harvested sorghum panicles are dried on raised wooden racks/slats and threshing is done manually by small holder farmers. However, sorghum threshers are used in areas like



Renk and Melut counties where the crop is cultivated in large farms. Traditionally, sorghum is stored in mud-plastered stores and improved storage options are not readily available. Post-harvest losses are currently as high as 40-50 percent (World Bank, 2020). The losses are due to poor storage systems, lack of skills and infrastructure.

255. Grain sorghum is processed into flour to make various products at household level. The grain is ground manually at home on grinding stone or using pestle and mortar. However, those who can afford use the few available roller mills (posho mills) at a fee. Products made from the flour include Kisra, porridge (medida), Asida, local beer. Grain from some farmer varieties can be consumed boiled. There are no commercial processed sorghum products. Sorghum Larger beer processing collapsed during the insecurity in 2016. Capacity building for alternative sorghum value added products has never been done. Sorghum flour processing and packaging targeting urban consumers may be a commercial option to consider.

256. SADEP interventions include: a) build capacity of extension and farmers in the use of post-harvest technologies and practices; b) support POs to acquire/access threshers; nc) train Nutritionists and farmers in product development; d) support the groups to promote products during field days and agricultural shows.

### **Activity 1: Promote use of good post-harvest and storage technologies and practices**

257. Poor post-harvest handling practices result in poor grain quality that does not meet industry and household food safety and grain cleanliness requirements. This includes poor grain handling during drying and threshing, high moisture content in storage, poor storage conditions, and poor pest management in storage. SADEP will promote technologies and practices that ensure production of quality grain with minimal handling and storage losses.

- small motorised threshers and groundnut shellers;
- promote practices to ensure clean grain like drying and threshing on clean surfaces (use of concrete slabs and tarpaulins);
- drying to right moisture content;
- storage using hermetic bags and metallic silos technologies
- promote proper store conditions;
- promote monitoring and management of storage pests;
- develop training manuals for use by the TOTs;
- acquire post-harvest equipment for training and facilitate communities to acquire more equipment on a cost sharing basis (with project) as starter packs.

258. However, for sustainability, local artisans (especially the youth) will be trained in fabrication of the equipment and also offer after-sales and maintenance businesses thus building local capacity. It is expected that communities will be able to generate funds to purchase more equipment for use at the community level as a potential business venture for youth who can provide threshing/shelling services.

259. Specific Project interventions will include:

- Develop post-harvest handling manuals (1 per crop – sorghum, groundnut and sesame) to be used in training and translate them into popular local languages;
- 35 extension staff (ToTs) will be trained for 5 days each year for 4 years in the use of post-harvest technologies (threshers and shellers) and practices. The TOTs will then train the POs (2 groups per site) for 3 days each year for 4 years;
- women and youth group within POs will be supported to acquire/access threshers and shellers on a cost sharing basis (50:50) (target 132 threshers and 132 shellers to pilot);
- 1 home economist per county will trained for 5 days per year for 3 years and facilitated to train 1 women and 1 youth group (5 days per year for 3 years) in product development at county level. About 105 women and 105 youth groups will be

- supported to access product development equipment (1 baking oven, 1 groundnut roaster and 1 peanut butter machine per group);
- Equipment fabricators/producers will be facilitated to train 2 local artisans per county selected by the community in fabrication of post-harvest machinery (threshers and shellers) and baking ovens and groundnut roasters. The trainings will be for 30 days at one location for the 8 artisans in a year for 2 years;
  - 1 recipe book will be developed;
  - the groups will be facilitated to promote their products annually during field days and agricultural shows to increase product consumption and commercialization.

## **Fisheries**

260. Fish processing and preservation is mainly by traditional methods, particularly sun-dried, fermented/salted sun-dried and smoked fish (where firewood is available). Post harvest losses are quite high, estimated at 20-50%, with peaks during rainy seasons when flooding makes it difficult to access landing sites and markets. Several factors contribute to post-harvest losses; (a) inadequate infrastructure such as cold storage facilities, ice plants, fish processing facilities and proper transportation systems; (b) poor and unhygienic handling practices during and after catch leading to contamination, fish spoilage and loss in value; (c) traditional methods of fish preservation such as drying, salting, and smoking may not be sufficient to prevent spoilage, especially in humid and hot climates, while modern preservation techniques like refrigeration or freezing are often lacking; (e) Limited access to markets can lead to surplus production that cannot be sold in time, resulting in spoilage and losses; (f) lack of awareness and skills on food safety standards; (g) Natural factors such as temperature fluctuations, humidity, pests, and diseases can also contribute to post-harvest losses if appropriate measures are not taken to mitigate their impacts. The problem is compounded by lack of sanitary standards, laboratory facilities and capacity for fish product testing coupled with the limited technical capacities, affecting the quality of fish products marketed.

### ***Activity 1: Community Capacity enhanced to reduce fish post-harvest losses***

261. Fisheries post-harvest losses in South Sudan's can be significant, estimated at 20-50% depending on season, with consequences to food security, incomes and sustainability efforts. Fishing communities use traditional fishing and processing technology which are inefficient and result in high post-harvest losses. They also lack organization, skills and means to scale up their operations to capture the enormous market opportunities. Fisheries products are sold in four main forms: fresh fish, smoked, sun-dried and fermented/salted/dried. Salted/dried fish is dominantly targeted at regional export markets, while the rest is sold locally.

262. The main causes of post-harvest losses are; (a) inadequate infrastructure such as cold storage facilities, ice plants, processing facilities, landing sites/first point of sale and secondary markets and poor transportation systems; (b) poor and unhygienic handling practices during and after catch leading to contamination, fish spoilage and loss in value; (c) inadequate fish processing and preservation methods primarily based on traditional methods such as drying, salting and smoking, which may not be sufficient to prevent spoilage, especially in humid and hot climates. Modern preservation techniques like refrigeration or freezing are often lacking; (d) Limited access to markets can lead to surplus production that cannot be sold in time, resulting in spoilage and losses; (e) lack of awareness of proper post-harvest handling techniques and the importance of minimizing losses; (f) Natural factors such as temperature fluctuations, heavy rainfall, pests and diseases also contribute to post-harvest losses if appropriate mitigations are not taken. The problem is compounded by the lack of sanitary standards, laboratory facility and capacity for fish product testing.

263. The project addresses post-harvest losses through a multi-faceted approach involving various strategies and actions, including; (a) development of critical value chain infrastructure such as landing site facilities, first point of sale markets, ice plant and transportation (these are described in more detail under Infrastructure in Subcomponent 2.1); (b) improvements in the dry fish chain – by introducing and improving solar-based technologies, facilities and practices to enhance shelf-life, quality, nutritional and economic value of dried fish products; (c) Improvements in cold chain – to increase access to ice for all stages in the cold chain (fishing communities/camps, transportation, storage, markets etc.) and efficient distribution to increase the quantity and quality of fresh fish reaching consumers (d) Training to increase knowledge and skills in fish processing, preservation, handling, storage, hygiene, food safety and marketing;

264. Specifically, the following post-harvest reduction interventions will be covered under this sub-component:

- a) Improved dried fish processing and preservation technologies in the fishing camps/villages to increase shelf-life, quality, nutritional and economic value of dried fish products. The project will take two approaches to achieve the results of this intervention; (i) increase adoption of some of the proven solar-based post-harvest reduction technologies that have already been piloted by other development partners in South Sudan such as FAO and UNIDO. Among these are the energy-saving drying kilns/stoves and raised fish drying racks. However, the technology choices to promote will be based on the demand expressed by the fishing communities during the CDD planning and implementation stages; (ii) Pilot and introduce adapted solar-based fish post-harvest technologies from other countries in the region. In particular, the project will pilot UV treated solar fish tent dryers, which have proven elsewhere to increase the *drying* rates, good nutrient retentions and improved quality of *dried* products. There is also scope for further improvements in fish drying racks (e.g. net-covered drying racks, uv-treated PVC etc.), which the project will test and introduce in the fishing camps/villages to increase the impacts on post-harvest losses.
- b) Improved fish cold chain particularly focused on ensuring increased availability of ice in sufficient quality and quantity at all stages in the cold chain, including in the fishing camps to increase fresh fish for the market, during fish transportation, storage, markets etc. The aim is to increase the quantity and quality of fresh fish reaching consumers, thereby increase incomes to fishermen and women in the value chain since fresh fish fetches higher prices and much higher turnover than dried products. The key interventions by the project will be; (i) Provide TA to support capacity building and develop strategy for effective ice production and distribution by the ice plant proposed under the project; (ii) Provide fishermen and cold chain actors with the facilities and tools to access ice e.g. insulated ice boxes and containers for ice and fresh fish distribution and storage
- c) Training of extension workers, fishermen and women in the fish value chain to increase knowledge and skills in fish processing, preservation, handling, storage, hygiene, food safety and marketing. Additionally, the project will provide training to the State/County Fish Inspectors at the landing sites/fish markets to improve their knowledge and skills in fish quality assessments. The intervention will be done through various modes of learning, including; (i) training workshops at the County level targeting extension staff and Fish Inspectors, (ii) community-level training and demonstrations at the landing sites and fishing camps/villages and (iii) the possibility to organize SSTC exchange learning visits to neighboring countries for State/County Fisheries staff to increase their knowledge and awareness of good fish handling practices. The project will support the training workshops, cost of trainers and facilitate exchange visits.

265. The activity has the following specific outputs;

- Improved dried fish processing and preservation technologies and methods developed and adopted
- Improved ice production and distribution for fresh fish handling and preservation  
Fishing communities trained on fish handling, processing, preservation and food safety.

### **Capacity building on technologies and methods to reduce fish post-harvest losses**

266. SADEP will provide targeted capacity building efforts aimed at improving handling, processing, storage, and transportation practices, in order to reduce post-harvest losses. Capacity building efforts will involve empowering stakeholders with the knowledge and skills on effective technologies and methods to reduce post-harvest losses. It will promote adoption of improved fish processing and preservation technologies as a crucial means of improving the quality, safety, and marketability of fish products, and to increase the income and livelihood opportunities of fisherfolk.

267. SADEP will engage a Fish Post-harvest Technology Expert to provide short-term Technical Assistance for a total of 60 days (30 days per county). The expert, working closely with the Fisheries Specialist in the PCU, will facilitate capacity building on post-harvest technologies and methods, targeting extension workers and value chain players, including fishermen, fish processors and traders. The ToRs for Fish Post-harvest Management Expert are included in Annex.

268. SADEP will take the following actions and steps to implement this activity;

- *Assessment of current post-harvest practices and challenges*
  - Conduct assessment to understand the current post-harvest handling practices and identify the main factors contributing to fish losses. This may involve surveys, interviews, and on-site observations to gather data on handling techniques, storage conditions, transportation methods, and quality control measures.
- *Identification of Appropriate Technologies*
  - Identify appropriate technologies and methods that can help mitigate post-harvest losses based on the specific needs and context of the fishery value chain. This will focus on technologies and methods for drying, smoking, salting, chilling, freezing and packaging fishery products, as well as the appropriate equipment
- *Training Programs:*
  - Develop and implement training programs to build the capacity of stakeholders involved in the fishery value chain. This may include fishers, processors, traders, transporters, retailers, and government officials responsible for fisheries management and regulation.
  - Training programs should be tailored to the specific needs of different stakeholder groups and should be participatory, hands-on, and accessible to a wide range of participants, including women and marginalized groups.
- *Training topics should cover:*
  - Improved technologies for producing high quality dried and salted/dried fish products
  - Constructing a household improved energy efficient kilns
  - Proper handling and sorting techniques to minimize physical damage and bruising.
  - Hygienic practices to prevent contamination and spoilage.
  - Proper use of ice (Chilling and freezing methods) to maintain product freshness and extend shelf life.

- Packaging techniques to protect fishery products from physical damage and microbial contamination.
- Quality assessment methods, such as sensory evaluation, temperature monitoring, and microbiological testing.
- Maintenance and operation of post-harvest equipment and technologies.
- *Demonstrations and Hands-on Learning:*
  - Organize demonstrations and hands-on training sessions to allow stakeholders to see firsthand how new processing technologies work and gain practical experience with improved technologies and methods.
- *Awareness Campaigns:*
  - Conduct awareness campaigns to promote the adoption of improved post-harvest practices, e.g. workshops and community meetings to disseminate information on reducing post-harvest losses and adopting new technologies and methods.
- *Technical Assistance and Support:*
  - The project to provide technical assistance to support capacity building, mentoring and promoting adoption of improved post-harvest technologies and practices
- *Monitoring and Evaluation:*
  - Establish monitoring and evaluation mechanisms to track the progress and impact of capacity building efforts. Key indicators may include; reductions in post-harvest losses, improvements in product quality, increases in market value etc.

## **Nutrition Activities**

269. Nutrition activities under subcomponent 2.2 are expected to result in enhanced utilization of nutrient rich foods, with the result of improved quality of diets, improved knowledge, attitudes and practices on nutrition. Targeted households will receive capacity building in value addition technologies (through POs), recipe development, meal preparation to preserve nutrients and attain diversification and good WASH practices. Gender sensitive nutrition education and SBCC will be explored to address intrahousehold dynamics that affect household nutrition with a focus on women and children nutrition and workload reduction for women. Nutrition mainstreaming will adopt four main intervention pillars namely: a) enhanced utilization of nutrient rich foods through small scale value addition; b) targeted product development using locally produced ingredients particularly from VCs promoted by SADEP; c) promote cottage level processing for increased year-round availability of nutritious foods; d) targeted Nutrition Education and SBCC.

270. The main nutrition activities under this sub-component are described below:

271. *Activity 1: Promotion of post-harvest practices that preserve and enhance nutrient quality of food produced by POs and through backyard gardens* – This will involve trainings, demonstrations and holding sessions with community members to transfer knowledge and skills on nutrition sensitive post-harvest practices for the various value chains promoted by the project. These practices will include those detailed in the NSVC table 3 in the Nutrition Annex in the PDR. The Nutrition champions, extensions workers, lead farmers and the nutrition specialist at PMT level will work together to implement this activity, both at community storage facilities and individual farmers storage facilities. Key practices include ensuring proper drying of produce to avoid contamination with aflatoxins, avoidance of chemicals during storage and use of hermetic PICs bags for prolonged grain storage and preservation of nutrients. This will ensure prolonged availability of good nutrient quality food in the households and local markets.

272. *Activity 2: Training POs on technologies or equipment and product development for safe home storage and food preservation for increased shelf life* – This will involve knowledge and technology transfer to ensure POs can efficiently use the provided equipment and technologies for safe home storage of food. These technologies include simple solar driers for drying vegetables, Moringa oleifera leaves, and fruits to make them

available throughout the year. Training on product development will empower farmers by providing multiple food products that are safe. Trainings will include topics on food safety, quality control, adoption of hygienic standards for food preparation. This will facilitate home or cottage level processing for farmers and hence increase year-round availability of nutritious foods.

273. *Activity 3: Capacity building of extension workers, home economists, nutrition ToTs on value addition and product development* – These would, in turn, be cascaded to Pos. This activity will require the services of a food scientist and technologist, who will capacity build the aforementioned ToTs. The ToTs will subsequently relay the training to POs as described in activity 2 above. Product development will require purchase of food ingredients or contribution from farmers and other related materials such as weighing scales, domestic mixers or blenders, etc depending on which product is to be developed. A scoping exercise will be conducted during community prioritization to understand food choices and preferences for HHs and children to provide information during this product development stage. The consultant supporting the project in TIPs exercise will support this scoping exercise as well.

274. *Activity 4: Provide POs with support for acquisition of context appropriate value addition technologies* – Examples include small-scale millers, grinders, roasters, for sorghum-based products, etc. This activity is primarily focused on procurement of value addition technologies and product development equipment. The nutrition specialist at PMT level will coordinate timely procurement through the AWPB process. The scoping exercise done in activity 3 above will validate which technologies or equipment to prioritize. The capacity of these equipment will also depend on the level of demand for different types of food products as revealed by the scoping exercise.

275. *Activity 5: Support with community prioritized fish processing equipment such as simple milling equipment* – For example, fish powder would serve as an ingredient for cottage level food product development. The focus of this activity is to provide a key ingredient for product development, that is, dried fish powder. This ingredient will be instrumental in developing food products for complementary feeding and maternal nutrition. Both women and women groups in the fisheries value chains will benefit from this activity and they will trade their ingredient with the sorghum-based value addition groups thus providing for a ready market.

276. *Activity 6: Develop knowledge products for nutrition (e.g. recipe books)* – This would require developing at least 1 per value chain promoted including with emphasis on complementary recipes. This activity is very crucial in documenting the knowledge generated through community recipe development sessions where dietary diversification skills are transferred to the community members through cooking demonstrations. Innovative recipes that incorporate a diverse range of vitamin A and Iron rich foods will be documented. This will help the communities eradicate nutrient deficiencies and reduce the burden of malnutrition among children and women.

277. *Activity 7: Cooking demonstrations for nutrient retention and promotion of diversified diets* – this intervention will pay specific attention to women and children diets. This activity will feed into activity 6. All knowledge transferred and generated through cooking demonstrations will be documented in the recipe books for continuous reference and reinforcement of good nutritious practices in meal preparation. Good hygiene practices will also be emphasized during cooking demonstrations. This activity will also address barriers to good nutrition within the communities as a result of existing negative food taboos that lead to stigmatization and avoidance of locally available foods.

278. *Activity 8: Targeted nutrition education and SBCC for community household members as prioritized in the CDD planning process* – The prioritization exercise in subcomponent 1.1 will form the basis for this activity. Themes emanating from the community engagement sessions will inform the nutrition education and SBCC strategy for the project. Barriers to good nutrition attitudes and practices will be addressed under this activity through context appropriate channels/ mechanisms. Where media is used,

sensitivity to language barrier will be observed. The nutrition specialist at PMT level will be responsible for the development of a robust nutrition education and SBCC strategy, taking into consideration the different contexts in the targeted counties. The strategy will aim to: a) Address the existing wide knowledge gaps on nutrition and hence prevent malnutrition among women in targeted households; b) shift attitudes and norms, particularly addressing the deep-seated negative beliefs and social norms that act as barriers to good nutrition. This will include addressing intrahousehold gender dynamics affecting women's nutrition to foster supportive social environments at household levels; c) Empowering individuals and communities to make informed decisions, and will particularly aim to empower women with capacity and voice in household food decisions. These decisions include meal planning, budgeting for nutritious foods if obtained from local markets and accessing available household resources.

279. *Activity 9: Promotion of good hygiene through community led WASH campaigns* – This is a very important activity and it is facilitated by interventions under subcomponent 2.1- multiple water use infrastructure, which aim to provide clean drinking water for project beneficiaries including water for household use. Through this activity, targeted households and community members will be taught on good water sanitation and hygiene practices. During the prioritization exercise in component 1, the community will identify their WASH priorities which will be addressed through this activity. Based on the situation analysis, WASH related challenges contribute significantly to childhood and family illnesses and this affects nutrition of both children and women. Community clusters will identify WASH champions who will be trained as TOTs to train community members on key WASH aspects such as good sanitation, good hygiene and good drinking water practices. The communities will set their own WASH targets and make informed commitments to adhere to good WASH practices. The nutrition specialist together with nutrition champions at community level and the WASH champions will organize for regular WASH campaigns in the clusters to reinforce and enhance good attitudes and practices on WASH aspects.

280. *Activity 10: Support provision of labour and time saving technologies to reduce women's workload* – The focus of this is labour reduction for women in targeted households. The nutrition specialist will ensure timely procurement of labour saving technologies by actively participating in the AWPB process. Additionally, he/she will ensure adequate training on the use of the technologies for maximum impact at household level.

## **Access to Finance**

### **I. Introduction**

#### **a) Background**

281. SADEP is conceived as a multisectoral and integrated intervention with the goal to contribute to enduring development and peace by improving food and nutrition security and reducing poverty among women, youth, and rural communities with the objective to contribute to enhance resilience, food and nutrition security and reduced poverty among men, women and rural communities in South Sudan, with an initial focus on selected counties in three states, Jonglei, Western Equatoria and Central Equatoria based on identified criteria.

282. The estimated 18,700 households (HHs) targeted in these locations are anchored along two value chains; food insecure smallholder farmers and fishing communities. These households are characterized by constraints to their productivity based on poor practices, vulnerability to climate change, low skills and lack of access to inputs and resources, not least, financing to invest in productive equipment and improve household resilience to financial shocks. However, due to a fragile security and socioeconomic challenges, formal financial services providers have lacked the justification to extend needed financial services into the target communities and agricultural value chains.

#### **b) Problem Statement and Recommended Access to Finance Approach**

283. Thus, the access to financial services interventions seek to pursue activities aimed at primarily: a) identifying, strengthening and/or establishing financial services systems which can operate sustainably within the fragile security and socio-economic context of South Sudan; and b) meeting the financing needs of the target HHs to support their investment in agricultural value chain activities and improve their resilience to financial shocks.

284. Community based financial organizations (CBFOs), with history and ongoing presence in South Sudan, are identified as suitable to the level of socioeconomic development of the target communities and likely to possess the resilience for the level of fragility present in the country.

### **c) Access to Finance Development Pathway**

285. The access to finance activities is embedded under Component 2 (Enhanced Community Infrastructure and Postharvest Management Capacity), which complements Component 1 to strengthen producer organizations' access to markets, private sector engagement and entrepreneurship development. Access to finance is, specifically, under Subcomponent 2.2 (Capacity Building and Inclusive Post-Harvest Technologies and Practices). Interventions under access to finance will focus on establishing and strengthening the target beneficiaries' (farmers and fisherfolks) business orientation to equip them with skills to improve their bankability with the objective of facilitating their access to structured financing to gradually invest in their income generating activities. To begin with, the focus will be on enhancing access to climate sensitive rural financial services through development of Village Savings and Loan Associations (VLSAs), with emphasis on mobilization of savings, loan appraisal and management, risk management and product development. Accordingly, activities will include:

- support for the grading of existing CBFOs, mainly along the VSLA model, to determine their level of group maturity and operations, and establish new VSLAs as needed in the relevant Project communities;
- undertake a capacity needs assessment to determine essential interventions to strengthen VSLAs;
- develop capacity building and specific training activities to improve VLSA group dynamics, enhance financial literacy, increase savings mobilization, expand loan portfolios and improve loan quality, with the aim of graduating them into SACCOs, with formal registration to the extent possible; and
- develop financial services customized to the needs of the youth and rural women.

286. As a key dimension of access to finance is the usage or uptake of financial services. Thus, activities will also include education and motivation of VSLA members and potential members to appreciate acquiring membership and patronizing VSLA services.

287. This manual provides the background to the access to finance interventions of SADEP and details a step-by-step guide to building and strengthening CBFOs, in line with the IFAD Inclusive Rural Finance (IRF) Policy, recommending the VSLA model, originally developed and promoted by CARE International. The framework for the recommended human resources needed to develop and roll out the VSLA model under SADEP are provided with the understanding that this implementation manual is a living document and should be adapted to meet emerging challenges and opportunities during implementation.

### **d) Guiding Considerations**

288. Consultations undertaken during the design Mission established that most loans from existing savings and loans groups go to meet basic needs with the priority being health (paying medical bills) and education (paying school fees). Only then did people report using the money for business (which include petty trading and financing agricultural activities). The more rural small holders were less interested in running a business or undertake entrepreneurial activities and appeared to prefer stabilizing household cashflows by saving instead of taking out loans that bring risk of over-indebtedness in the initial stages.



289. Also, it was found that other development partners had provided previous and ongoing interventions in nurturing member based CBFOs with the generic reference to them being VSLAs, cooperatives, or even self-help groups practising various forms of savings and loans activities with a mixture of the widely known Care International Village Savings and Loans Associations (VSLAs), Catholic Relief Services' Savings and Internal Lending Communities (SILCs), Oxfam's Save for Change (SfC), and World Vision's Savings for Transformation (SfT), all with features of other models.

290. In the light of the foregoing, the underlying philosophy for the design of the SADEP access to finance interventions is to build on existing CBFOs, forge their development through a simple but coherent methodology (in this case inspired by the widely known Care International VSLA model) which involves a structured training and facilitated programme, graduate these groups from whatever stage the project discovers them into matured and independent groups. At this stage of SADEP implementation, the project may decide to facilitate the linkage of such emerging matured VSLAs with larger financial institutions such as Microfinance Institutions (MFIs) and/or commercial banks depending to their proximity with such institutions. The expectation is that such linkages would be mutually beneficial creating synergies and enhancing the sustainability of both parties by expanding the deposit base of the MFIs and providing them with opportunities for lending to a credible and growing client base, whilst the VSLAs get access to a wider range of financial services, including access to a larger pool of loan sources and amounts.

291. Thus, in the end, the rationale for the access to finance interventions would seek to stimulate the demand for financial services to: a) assist beneficiaries participate in savings and credit activities to build their financial history; b) encourage savings to reduce vulnerability to income fluctuations; c) develop a fund as a buffer for consumption or emergencies; d) accumulate resources to invest in productive assets to support the value chain activities of the target group. And on the supply side, focus on the type of financial services provider model organic to the socioeconomic dynamics of South Sudanese community and suitable for the level of fragility observed at this stage of the country's development evolution.

292. Formal banks are not interested in servicing remote rural areas due to the lack of economies of scale, high transaction costs and a perception that the rural poor are not a viable target market. CBFOs are often the only institutions available to provide basic financial services to the rural poor, especially in areas where basic infrastructure is lacking<sup>23</sup>.

#### **e) About the Implementation Manual**

293. The objective of the Access to Finance Implementation Manual is to lay out the procedures for identifying, strengthening, establishing and graduating CBFOs developed along the more widely known versions of the VSLA models in accordance with the design of SADEP. It includes principles, procedures, and guidelines for the streamlining the use of CBFOs as it applies to the implementation of *Enhanced Access to Finance* of SADEP.

---

<sup>23</sup>IFAD (2014): Community Based Financial Organizations – Inclusive Rural Financial Services.

## II. Targeting, Selection and Establishment of CBFOs

Stages, Steps & Phases		Activity	Responsible Party	Resources	Timing/ Maximum Duration
<b>2.1 Selection of States Counties</b>					
<b>Stage 1: Targeting &amp; Selection</b> (National, States, Counties, Payams, Bomas)	<b>Step 1:</b> Criteria and Selection of Geographic Locations	<b>Development of Criteria for Target Geographic Locations</b> will be based on the approved SADEP process.	GoSS/IFAD	Selection criteria for selecting target geographic locations	Before Financing Agreement
	<b>Step 2:</b> Application of Criteria to Select Locations	<b>Selection of Geographic Locations</b> will be based on the approved SADEP process.	GoSS/IFAD	List of eligible geographic locations by state, county, payam and bomas	Before Financing Agreement
<b>2.2 Consultative Community Engagement Process</b>					
<b>Stage 2: CBFO Mapping, Categorization and Developm</b>	<b>Step 1:</b> Consultative Community Engagement Process	<b>Develop and Adopt Community Entry Procedures</b> Which are Inclusive and Consultative at the National, State, County, Payam and Boma Levels	Third-Party Implementing Partners (TPIPs) /TA	Local authority participation and permits	Year 1

<b>ent Pathways</b>	<b>Phase 1:</b> Principles for Community Engagement	<b>Identify and Engage Technical Service Provider Officials at National, State and County Levels with part-time Volunteers</b> (with some paid expenses as necessary) at the Payam and Boma levels. Care must be taken to avoid volunteers with too much social capital which could unwittingly promote elite capture or stifle the development of a democratic grassroots organization.	TPIPS/TA	Agree procedures between TPIPS and TA providers	Year 1
	<b>Step 2:</b> Mapping of CBOs & CBFOs	<b>Focus on Mapping Both CBOs (including value chain groups such as producer groups, farmer-based organizations, etc) as well as CBFOs</b> noting if membership of the CBFOs are open to members of the communities in general and not exclusive to any value chain groups. establish what types of financial groups (savings, loans, in whatever form) exist in the communities, who supports their activities or has an interest in their activities.	TPIPS/TA	Agree procedures using savings group health check type of tools	Year 1

	<p><b>Step 3:</b> Profiling and Grading of CBFOs and Capacity Needs Assessment</p>	<p><b>Confirm CBFO Profiling and Grading Framework with Establishes Capacity Needs.</b> Undertake a deep dive into the groups discovered during the recce and stakeholder engagements. Here, using the commonly used savings group health check tools which collects information elaborated under the resources section.</p> <p>Grading of Groups: - This information can be used to determine their health status and therefore their grading.</p>	<p>TPIPS/TA</p>	<p>Confirm an assessment criteria based on a scoping of the South Sudanese context using a savings group health checklist which in the list should take account of the following:</p> <ul style="list-style-type: none"> <li>• How they came into existence ( by field officer facilitation, community agent or there appeared spontaneously)</li> <li>• How is savings mobilized (is it cumulative savings or rotational based)</li> <li>• Record keeping system (ledger, passbook, or memorization)</li> <li>• Frequency of meeting</li> <li>• Dropout Rate or retention rate</li> <li>• Leadership structure and functions</li> <li>• Adherence to constitution and organization policies</li> <li>• Election of leaders</li> <li>• Do they operate with closed supervision, minimum supervision or no supervision and support from external stakeholders including field officer</li> <li>• Average loan size</li> <li>• Loan repayment rate.</li> <li>• Loan default rates.</li> </ul>	<p>Year 1</p>
--	--	---	-----------------	---	---------------

	<p><b>Step 4:</b> Categories and Grades of CBFOs</p>	<p>Based on the South Sudanese context, <b>confirm a grading system to categorize the CBFOs (or VSLAs)</b> first to establish a baseline, second, to customize training and capacity building interventions and third to track progress and monitor growth towards maturity and graduation.</p>	<p>TPIPS/TA</p>	<p><b><u>CBFO Growth Pathway and Categories:</u></b>  <b>CBFO Preparatory Phase</b> and <b>CBFO Intensive Phase:</b> During the preparatory and intensive phase, the groups would require intensive training, handholding, mentoring and supervision very frequently, at least during every meeting.                  § <b>CBFO Developmental Phase:</b> With the developmental stage the groups require minimum supervision and monitoring and so the officer can visit them once every month to provide support to them.                  § <b>Maturity Phase:</b> During their Maturity phase they require less supervision, training, and monitoring so the field support officer can visit them quarterly to support their operations in a less intense manner but will be available to keep them on track with complying with good practices.                  § <b>Graduation Phase:</b> The final phase is the graduation phase where they go through graduation and pass out/certified as a group that is mature and self-sustaining and require no further assistance from project</p>	<p>Year 1</p>
--	--	---	-----------------	--	---------------

			<p>field officers. The project actively engage in supporting such groups to link up with MFI and/commercial banks with their reach to develop synergies for their mutual benefit as discussed above.</p> <p>In substantive terms, therefore, the <b>Key CBFO Categories</b> are the <b>Intensive (1), Development (2) and Maturity Categories (3)</b>. The preparatory phase is used to mobilize groups that are going through the process of organizing themselves either entirely on their own, or with the help of field officers or agents. Only when such groups are mobilized and ready, can the training and development interventions begin. At the other end, the graduation phase begins only when the maturity phase ends and the group achieves full self-sufficiency in terms of organization and governance practices and financial operations.</p>	
--	--	--	---	--

**III. Curriculum, Training and Capacity Building Interventions**

<b>Stage 3: Curriculum, Training and Capacity Building Interventions (Scope, Development and Deployment)</b>	<b>Step 1:</b> Basic Training & Capacity Development of CBFOs	<b>Basic Capacity Building for All CBFOs</b> will focus on group dynamics, governance system and financial literacy and skills development of members	TPIPS/TA	(i) <b>Basic Training Package:</b> The training guide for the CBFOs could adopt the scope of the VSLA development models which have already been customized for South Sudan and available at <a href="https://www.vsla.net/vsla-tools/training-guides/">https://www.vsla.net/vsla-tools/training-guides/</a> . The basic modules comprise Module 1: Groups, leadership and elections, Module 2: Development of a VSLA Constitution, Module 3: First savings meeting, Module 4: First loan meeting, Module 5: First loan repayment meeting and Module 6: Share out/action-audit.	Maximum of up to 12 months or 52 weeks, the recommended maximum length of one cycle.
	<b>Step 2:</b> Training for Women and Youth	<b>Specialized Capacity Building for Women and Youth in CBFOs</b> is recommended only after the basic training and capacity development and after the group has operated the scheme for at least 2 cycles to ensure its consolidation before the introduction of additional measures to ensure the capacity to handle the additional responsibilities and complications.	TPIPS/TA	(i) <b>Training for Women and Youth:</b> The recommended for women and youth should be implemented only after the basic training is completed for the group. It can be based on the VSLA Selection Planning and Management (SPM) of Income Generation Activities (IGAs) for Women and Youth. Training Guide for Field Officers and Village Agent available at <a href="https://www.vsla.net/vsla-tools/training-guides/">https://www.vsla.net/vsla-tools/training-guides/</a> .	Year 2

	<p><b>Step 3:</b> Training for Graduating Groups</p>	<p><b>Fully Matured and Self-Sufficient CBFOs should</b> have achieved the matured status by reaching the required benchmarks affirmed at baseline and operated with no technical oversight for an defined period. This training is to prepare them to engage with second tier MFIs as empowered partners for the benefit of their members.</p>	<p>TIIPS/TA/MF Is</p>	<p>(i) <b>Training for Graduating Groups:</b> Training that is for graduated groups for them to build cooperatives, federations and movement into large size CBFO and move towards formalization of their activities and operations. Before any group is recommended to be linked to external institutions for business, there is the need to ensure that they are prepared graduate groups and have the resilience to be able to contain any external shocks of vulnerability. There are sample assessment tools for VSLAs that can be adapted for this purpose. A recommended training for VSLA groups ready for graduation is available at <a href="https://www.vsla.net/vsla-tools/training-guides/">https://www.vsla.net/vsla-tools/training-guides/</a>. The <i>Assessment tool for graduation and linkage to FI</i> can also be finalized to validate groups ready for graduation and linkage to larger financial institutions.</p>	<p>Year 3</p>
--	--	---	---------------------------	--	---------------



	<p><b>Step 4:</b> Training to Improve Nutrition Outcomes in CBFOs</p>	<p><b>Specialized Capacity Building to Improve Nutrition Outcomes in CBFOs</b> is recommended only after the basic training and capacity development and after the group has operated the scheme for at least 1 cycle to ensure its consolidation before the introduction of additional interventions. This will be in support of the nutrition outcomes of SADEP</p>	TPIPS/TA	<p><b>Training to Improve Nutrition Outcomes Among CBFO Members and their Households:</b> Tools that be customized or guide the development of nutrition sensitive training may be gleaned from various sources including <a href="https://sendsierraleone.com/Assets/documents/vsla%20manual.pdf">https://sendsierraleone.com/Assets/documents/vsla%20manual.pdf</a>.</p>	Year 2
	<p><b>Step 5:</b> Training to Improve Sensitivity to Climate Change by CBFOs</p>	<p><b>Specialized Capacity Building to Improve Awareness of Climate and Environmental Issues by CBFO Members</b> is recommended only after the basic training and capacity development and after the group has operated the scheme for at least 1 cycle to ensure its consolidation before the introduction of additional interventions. This will be in support of the nutrition outcomes of SADEP</p>	TPIPS/TA	<p><b>Training to Improve Awareness of Climate and Environmental Issues Among CBFO Members:</b> Training material here are to confirm to their line with the 'Building Resilience and Adaptation to Climate Extremes and Disasters' programme (BRACED), such that resilience is operationalized as the "ability to anticipate, avoid, plan for, cope with, recover from and adapt to (climate related) shocks and stresses"<sup>2</sup>. Consequently, resilience can be broken down into four components, namely adaptation, anticipation, absorption, and transformation.</p>	Year 2

#### **IV. Monitoring, Learning (including Studies), Reporting and Evaluation Arrangements**

294. The CBFO activities contribute to the promotion and adoption of appropriate climate adapted and nutrition sensitive postharvest technologies and practices by impacting persons trained in income-generating activities or business management through supporting rural producers' organizations, as articulated in the Results Framework. Progress towards this will be measured by the relevant indicators related to the planning and implementation of producer groups to which these CBFOs will be associated and will be receiving related services; such indicators are included in the Logical Framework.

295. The monitoring and reporting system underpinning the CBFO operations seeks to develop a regular data gathering process to feed an analytical framework that supports decision-making processes to ensure the integrity of the implementation process and to achieve the maturity and graduation of each group, evidenced by an independent and self-sufficient savings and loans groups.

296. Studies should be conducted to guide the setting of benchmarks for thresholds (including South Sudanese Pound amounts) to set baseline, qualifying triggers for promoting/graduating groups from the intensive, development and maturity stages, and linking them to MFIs/commercial banks.

#### **V. Institutional Arrangements at National, State and Local Levels**

297. The CBFO activities will be implemented under the guidance of a TA services provider with a cadre of technical specialist operating at the national level (Project CBFO Technical Lead/CBFO Project Manager) responsible for planning, coordination, management oversight, at the county level (CBFO Field Supervisor overseeing a cluster of field officers), local or payam level (Facilitation Team led by a Technical Field Officer) and at the boma level (Village or Boma Agent) who could be volunteers or work on part time basis with provision for their expenses (such as for local transport and refreshments). These technical experts will be supported with logistics for remuneration and their operations.

### **II.4: COMPONENT 3: INSTITUTIONAL AND POLICY STRENGTHENING, PROJECT COORDINATION AND MANAGEMENT**

298. Component three's objective is three-fold: a) to manage SADEP in an efficient and effective manner by providing overall coordination, including planning and implementation, financial management and control, procurement support, Monitoring and Evaluation, knowledge management, and progress reporting. It will also ensure liaison and linkage with all other relevant projects/programmes being implemented in the country that seek to address similar or related constraints; this would be aimed at taking advantage of existent synergies and avoiding duplications; b) augment the capacity of selected government institutions to facilitate participatory planning and development processes; and c) facilitate the process of ensuring that there is a supportive policy environment during and after SADEP implementation. Thus, this is a cross-cutting component servicing the technical components and facilitating pathways for the effective and efficient implementation of SADEP interventions. The component comprises the following subcomponents.

#### **II.4.1: Subcomponent 3.1: Institutional Strengthening and Policy Support**

57. The objective of interventions under this subcomponent is to strengthen capacities of government staff and other non-state actors, at the national, State and County levels, to facilitate participatory planning and development processes. The focus will be on addressing capacity gaps (institutional and policy) as already identified by a Capacities and Systems Needs Assessments undertaken not only by SSLRP but also MAFS. Thus, the first step in implementing this activity will be for the PCU to take the two reports of findings

from both assessments and work with the MAFS to ensure a coordinated process of addressing the identified capacity gaps at the different levels (national, state and county). For effectiveness, it is highly recommended that implementation of the different capacity building activities be coordinated with those of GoSS' other development partners to ensure synergies and efficient use of resources.

58. The following steps will be followed:

- PCU to take the findings of the two Capacities and Systems Needs Assessments from both SSLRP and MAFS assessments and prepare a coordinated plan for addressing the identified gaps at the national, State and County levels;
- Liaise with the SPCU/MAFS to agree on which entity (SADEP, SSLRP, AfDB, World Bank, etc.) should address which gaps. The output of this activity will be a comprehensive plan on how to address the identified gaps at the national, state and county levels, by whom and when;
- Share the comprehensive report/plan with IFAD for review, comments and provision of No Objection;
- For the capacity gaps assigned to SADEP, develop ToRs for recruiting the needed Technical Assistance/consultancy (national or international) to provide the needed interventions in order to adequately address the capacity limitations (skills and/or equipment);
- In situations where the capacity gap relates to equipment/goods, develop the needed specifications in close consultation with the relevant/respective user departments/units;
- Undertake the needed procurements for goods/services following procurement procedures as laid down in the Financing Agreement;
- PCU to supervise and certify the provision of goods and services to ensure compliance with the requirements.

59. **Policy Support** – The focus of this intervention will be to facilitate the development and/or review and update of policies and strategies of selected subsectors for their effective and structured development. It was established during the design process that there is, indeed, ample need for supporting government to formulate/revise/update different policies/strategies/acts/regulations to improve the regulatory function in the agricultural and fisheries sectors. However, SADEP will limit its focus on a small number of policy areas to ensure that those areas get adequately supported during Project implementation. Accordingly, SADEP will support the needed policy analysis work that will help to strengthen the national policy framework for agriculture and fisheries. While more consultations on the policy-related aspects will be undertaken during the early part of SADEP implementation, preliminary consultation with GoSS identified the following:

- support community participation in validation of Fisheries and Aquaculture Legal Framework (Bill);
- completion of pending draft seed policies/laws together with the provision of support to improve enforcement of seed inspection and certification regulations and seed import laws;
- review and alignment of climate change adaptation-related national policies to improve cross-sector climate change adaptation policy coherence, including the integration of the role of the private sector; and
- support the preparation of the national nutrition multisectoral strategic action plan through Ministry of Agriculture and Department of Nutrition in the Ministry of Health.

60. It should be noted that a liaison with existing/planned interventions, in the area of policy support, will be undertaken to take advantage of any existent synergies.

61. The following steps will be undertaken:

- The SPCU undertake the process of liaison with some of GoSS' development partners to establish what is being done in the policy area;

- Establish agreement with GoSS’ development partners on the collaborative framework related to interventions on the policy area. This would involve identification and assignment of specific responsibilities;
- Competitively recruit consultancy services to undertake a review of current situation and identify the existent gaps;
- Prepare a validation workshop and invite stakeholders to agree on the findings and the way forward;
- Recruit consultancy services to implement the agreed way forward;
- Prepare a validation workshop and invite stakeholders to discuss the different drafts and provide comments/suggestions;
- Address the comments/suggestions and produce final outputs.

## II.5: IFAD SUPERVISION

62. Given the fragile nature of the country, the supervision arrangements to be put in place will largely be dependent on the prevailing security situation in the country. IFAD will undertake Missions jointly with the Government to assess achievements and lessons learned and, when required, provide implementation support with the objective of ensuring effective Project implementation and increase the likelihood of achieving the target objective. Missions would be fielded at least once every twelve months, with provisions for periodic and frequent implementation support to address any emergent issues that may have the potential to negatively impact Project implementation. The composition of the supervision/implementation missions will largely depend on the prevailing issues needing redress. As part of the annual missions’ objectives, a review of the effectiveness of implementation arrangements will be undertaken to ascertain whether any adjustment/restructuring is needed to ensure optimum performance. ToRs for the supervision missions will be prepared by the IFAD Country Director except those for: a) the Financial Management consultant – IFAD’s Financial Management Division (FMD) would be responsible for preparing the ToRs and recruitment of the Financial Management consultant for the mission; and b) Procurement consultant – the ESA Procurement Unit would be responsible for preparing the ToRs and recruitment of the Procurement consultant for the mission.

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

## II.6: MTR

299. SADEP’s Mid-Term Review (MTR) will be undertaken during year four of its implementation; it will evaluate whether the Project is on course to achieve the objectives. It will identify any prevailing constraints and recommend such re-orientation as may be required to help the Project get back on course to achieve its objectives.

300. There will be four outputs of the MTR: a) an Aide Memoire summarizing the findings; b) MTR report detailing the findings and recommendations on the way forward; c) a revised PDR (if the MTR has necessitated a restructuring of the Project) to reflect the mission’s recommendations; and d) a detailed Project closure plan. This will be accompanied with: a) a revised budget to guide utilization of the remaining funds; and b) an updated PIM.

301. Six months prior to the MTR mission, a midline survey will be commissioned and findings used to inform the review process.

302. Undertaking of the MTR is the responsibility of government/PCMU. The government/PCMU may consult IFAD to facilitate the process, including identification of consultants, etc.

## II.7: PROJECT COMPLETION

303. The Project Completion Review (PCR) exercise at the end of SADEP implementation will be led by IFAD with key contributions from the borrower, covering the elements described in the general conditions of the Financing Agreement, as described in the 2023 PCR Preparation Guidelines.

304. The main purposes of the completion review process are to promote accountability, reflect on performance and elicit lessons learned to inform future programme/project design and to define an appropriate post-project strategy. The learning dimension of the completion process will be used by both IFAD and GoSS as the foundation for improvements in future programme/project design and implementation. The completion review process will also be critical for identifying opportunities for scaling-up best practices. The PCR would need to be undertaken after SADEP completion but before the Project closure period. The PCR will be undertaken in two distinct steps: a) an End-line Survey; and b) Project Completion Report preparation. If a detailed project closure plan does not get developed at MTR, it should get developed subsequently but, certainly, earlier than the last year of implementation.

305. *Recruiting the Completion Review Team* – About six months before the planned start of the completion review mission, it is recommended that IFAD takes the necessary actions to identify and recruit the members of the Completion Review Team. By that time, IFAD, in liaison with GoSS, would have agreed on the composition of the Completion Review Team (number of persons and types of expertise required) during the last supervision mission. Given SADEP specific domains of intervention, the expertise will be selected to ensure coverage of all Project domains.

## **PART III: PROJECT PROCEDURES**

### **III.1: PLANNING AND AWPB DEVELOPMENT**

306. The planning cycle will follow the GoSS' planning and budgeting cycle. The cycle will commence with preparation of the AWPB, as an instrument for implementation and operational control as well as facilitate process and progress monitoring. The Project will follow a bottom-up participatory planning process for the AWPB. The first AWPB will be prepared based on the Project's appraisal report while subsequent AWPBs will rely on the participatory review and planning processes whereby beneficiaries will identify their community needs and resource priorities and consolidate them into Community Plans (CPs). To enhance efficiency in planning and preparation of the County level AWPB, the third-party IPs will provide the counties with clear guidelines regarding multi-annual output targets and budgetary planning. The Project will adopt a multi-year planning, in particular for infrastructure-related interventions, and secure the required budget.

307. The first stage of planning and preparation of the AWPB will be carried out at Boma level, following the devolved local government administration framework. At this level, communities within selected Bomas will identify and prioritise the interventions for support by SADEP within the CDD framework. These priorities will be summarised into Community Development Plans (CDPs). The CDPs will then be consolidated into Boma level plans. The Boma Plans will then be consolidated at the Payam level to make the Payam plans. The Payam plans will then be consolidated at State level. The State level Plans and Budgets will then be consolidated by the third-party IPs and submitted to the SPCU for incorporation of component 3 plans and consolidation of the overall Project Annual Workplan and Budget.

308. Given the fragile situation in South Sudan, the planning process will be informed by the prevailing security situation and/or other calamities that could befall the country, which will then inform the sequencing of activities across geographic sites. Care will be taken in guiding the communities to develop their CDPs in a way that ensures that proposed interventions are not likely to trigger localised conflicts.

309. The project will be implemented in a modular approach, enabling activities and interventions in different locations to proceed if security is compromised or in the event of any other fragility contexts. The project will thus to the extent possible use adaptive programming approaches including: a) encouraging implementation through a consortium with local partners; b) CDD approach that contributes to community empowerment for O&M of infrastructure and construction of basic infrastructure; c) involvement and empowerment of state level and lower local government structures; d) make an allowance to engage third party individuals/organizations to undertake monitoring and supervision when missions cannot be fielded; e) sourcing of resources locally, to the extent possible; and f) flexibility that allows for adjustment and restructuring of project interventions as needed. These approaches will be helpful in facilitating continuity in implementation during periods of insecurity and or any other factors. The third-party IPs will thus have to pay particular attention to any security advisories that may be issued by the GoSS and the UNDSS.

310. *Conflict and fragility Sensitivity* – Conflicts in South Sudan are attributed to political insurgency with isolated inter-communal and inter-ethnic clashes over cultural and dwindling resources exacerbated by climate variability and change. The project will be implemented within a conflict and fragility sensitive approach that will facilitate for adaptive programming and crisis modification. Implicitly, implementation will be guided by scenario-based planning, underpinned by conflict and fragility scans, which will inform mission plans, AWPB and sequencing of project activities.

311. Generally, due attention will be given to conflict avoidance through the provision of quality service and public participation. Close liaison with different institutions operating in South Sudan will be used to monitor and mitigate conflicts. The Citizen Engagement

Strategy, including GRM, will ensure the participation of communities in planning, design, implementation as well as monitoring and evaluation.

312. The third-party IPs will coordinate the planning process and ensure that the plans are realistic, reasonable and result-oriented. The AWPB shall be initiated before the fiscal year ends. The Financial Management Specialist and Procurement Specialist will be part of the entire process. The Procurement Plan and capacity building plan will be prepared together with the AWPB and sent to IFAD for No-Objection.

313. Considering that AfDB will be providing parallel financing to complement SADEP activities, it will be critical that liaison during the AWPB preparation is ensured. At this stage, the respective implementing agencies (for SADEP and for CRAFT) would need to liaise and agree on who is doing what, where and when. At the time of activity planning, it will also be important to agree on the monitoring plan during implementation of approved activities. Flexibility will need to be exercised to maximise effectiveness and efficiency of resource use.

314. The third-party IPs will in consultation with the SPCU and CRAFT implementing Agency disseminate Planning and budgeting guidelines to guide the lower-level units' preparation of the annual plans.

315. At each of the levels, the plans will be reviewed by relevant policy organs before they are transmitted to the next level, to ensure alignment with the relevant state government policies and priorities. The project National Advisory Committee and the National Technical Committee will review and approve the project wide annual work plan and budget before submission to IFAD for expression of a no objection. The approved AWPB will be the only mechanism through which Project resources will be spent and the basis for process and progress monitoring. Preparation of the AWPB will be led by the third-party IPs in liaison with the SPCU and the AfDB-CRAFT Implementing Agency and will follow the approved Government of South Sudan Planning Cycle.

316. Submission of the draft AWPB to IFAD will be done at least 60 days before the commencement of each project year to allow for adequate time for review of the AWPB. Project management will have the possibility of revising the approved AWPB at any time of the year, but any necessary adjustments would be subjected to the required approvals by both the GOSS and IFAD. IFAD will ensure that the prepared AWPBs commensurate with available capacity; the No Objection facility will be used to ensure the AWPBs are within available capacities.

317. The Project will review the AWPB every six months to assess progress in reaching annual targets including factors affecting attainment of the targets and will adjust it accordingly. The table below shows a summary of the planning and budgeting cycle.

#### **SADEP Annual Work Plan and Budget Preparation and Approval Schedule**

<b>No.</b>	<b>Activity</b>	<b>Time schedule (tentative)</b>	<b>Responsibility</b>
1.	Each cost centre initiates consultation process, sets up AWPB preparation team	2 <sup>nd</sup> week February	Head of cost centre
2.	Preparation of AWPB by cost centres	July-Mid-February	Cost Centres
3.	Review of draft AWPBs of cost centres by the respective cost centres and agreement on draft AWPB	3 <sup>rd</sup> week February	Cost Centres
4.	Receipt, review and consolidation of AWPB at the State level	1 <sup>st</sup> week March	IA State representatives
5.	Presentation of draft State AWPBs at the Annual Review Workshop	2 <sup>nd</sup> week March	IA State representatives

No.	Activity	Time schedule (tentative)	Responsibility
6.	IA receives, reviews, and prepares the draft consolidated AWPB	3 <sup>rd</sup> week March	IA
7.	SPCU receives draft AWPB from the IA, reviews and incorporates its planned activities and prepares the overall project draft consolidated AWPB	4 <sup>th</sup> week March	Project Coordinator
8.	Submission of draft AWPB to NAC/NTC for review/endorsement	1 <sup>st</sup> week April	Project Coordinator
9.	NAC/NTC review, comments, and endorsement	2 <sup>nd</sup> & 3 <sup>rd</sup> week April	Project Coordinator
10.	Preparation of final draft of AWPB incorporating NAC/NTC comments	4 <sup>th</sup> week April	Project Coordinator
11.	Submission of AWPB to IFAD for expression of no objection	1 <sup>st</sup> week May	Project Coordinator
12.	Review by IFAD, provision of comments if any, and expression of no objection	End May	IFAD Country Director
13.	Preparation of final AWPB by IA and SPCU incorporating IFAD comments if any	1 <sup>st</sup> week June	Project Coordinator
14.	Finalization of AWPB and distribution to implementing institution and agencies	2 <sup>nd</sup> & 3 <sup>rd</sup> week June	Project Coordinator/IA

### III.2: MONITORING AND EVALUATION

318. **Monitoring and Evaluation (M&E) System** – The Monitoring and evaluation system for SADEP will be based on the logical framework, in which a series of key performance indicators (Core indicators and project specific indicators) have been defined, the project design report and the project implementation manual.

319. The M&E system will help to streamline monitoring, evaluation and reporting procedures, responsibilities and processes essential to track performance and progress of the various components and activities of the project in comparison with the set targets in the Annual Work Plans and Budgets. The system will work as a useful tool to guide management during implementation of the Programme.

320. An M&E framework will be developed to guide M&E processes within the project. The framework developed at the beginning of implementation will detail the scope, organisation and contents of the M&E system; roles and responsibilities; a plan for data (sex- and age-disaggregated where appropriate) collection, analysis, reporting, use and management; timeline for M&E-related activities; staffing and capacity building plan; budget; etc.; The Framework will also include an M & E plan that will set out guidelines for progress monitoring of implementation as well as evaluation of the performance of the Programme in relation to the performance indicators in the Programme Logframe.

321. The M&E framework will thus focus on:

- a) Data collection and reporting formats for the diverse reporting requirements.
- b) Design and implementation of beneficiary assessment of program performance on specific investments.
- c) Definitions of specific responsibilities and roles of different stakeholders at Federal, Regional, Woreda and Kebele levels in monitoring, evaluation and reporting of the project implementation progress.
- d) Integration of the project activities into the AWP&Bs at Federal, Regional and Woreda levels.



- e) Recommendation of an electronic Management Information System for data storage, analysis and reporting for all levels.
- f) Plans for capacity building for the SPCU and State, Payam and Boma Staff to ensure that the M&E system is operational.

322. The conceptual thrust of the M&E Framework will be based on the following assumptions:

- a) Timely project management at National and state levels, participating Payams as well selected Bomas.
- b) Payam and Boma Administrations' commitment to the SADEP and CRAFT activities.
- c) Competent third-party IPs is recruited to manage the project.
- d) Adherence to transparent procurement and fiduciary practices.
- e) Timely provision of project operational resources to the third-party IPs and participating lower local governments.

323. The SADEP M&E system will be participatory, gender sensitive, inclusive, climate and environmentally sensitive, and results-oriented while enabling the integration of physical and financial progress reporting. In addition, the system will enable the analysis of climate change vulnerability and resilience among the beneficiaries using the combined resilience score card. The system will incorporate in-depth COI surveys at baseline, midline and completion, a mid-term review, and other specific thematic studies as relevant.

324. The general principles for participatory monitoring of programme activities will include:

- a) Community Level Organisations (Producer Organisations, Fisheries Cooperatives etc.) will monitor respective community level activities.
- b) Boma and Payam Development Committees will monitor activities, inputs, and outputs achievements in their respective areas.
- c) The IA will monitor progress, compile project progress reports on a quarterly, bi-annual, and annual basis for onward submission to the SPCU.
- d) Technical assistance will be provided to (i) communities to ensure they are able to monitor the implementation of the CDPs, (ii) Support the Payams and Boma development Committees to provide relevant and well-timed data and (iii) strengthen IA and SPCU staff capabilities to analyse data on project performance and integrate insights into programming in a timely manner.
- e) The IA will monitor and evaluate the impact of the project, compile and consolidate the project's quarterly, bi-annual and annual reports for dissemination to SPCU, NAC, NTC, participating states, AfDB, IFAD and other line ministries.
- f) The SPCU based within MAFS will monitor overall operations for planning and facilitation purposes in line with objectives the Government of South Sudan.

325. The SADEP M&E system will be a tool that facilitates:

- a) An electronic Management Information System, that provides information satisfactory to the needs of management.
- b) Effective coordination and management of information during the main phase of Project implementation.
- c) Information gathering and effective communication amongst all Levels of implementation of the project.
- d) Preparation of quarterly, bi-annual and Annual reports for presentation to various stakeholders.
- e) Preparation of mandatory evaluations reports: Midterm evaluation and Project Completion Review.

326. **Structure and Processes** – Under SADEP, Project performance will be measured annually with targets set out in the AWPB which will be prepared and consolidated by IA and the SPCU.

- a) The SADEP M & E system will be centred on:
- b) Beneficiary assessment of project performance on completion of a specific investment or activity.
- c) Annual reviews of the functioning and operationalisation of completed investments.
- d) Monitoring progress of activity implementation.
- e) Quarterly and six months reports from various Payams and States and partner institutions

327. **Monitoring Responsibilities for Different Stakeholders** – The programme monitoring, and evaluation function will involve key personnel at different levels. Evaluations will be undertaken by independent experts hired by the project. The IA and the SPCU will work together with the experts to learn lessons from the evaluations and apply them to improve project management and implementation. The different levels are highlighted hereunder.

328. **National Advisory Committee (NAC)** – The NAC will be responsible for providing policy guidance, review and approval of the consolidated Annual Workplan and Budget, Annual Progress Reports as well as Audit Reports. The NAC will be supported by the National Technical Committee (NTC) which will provide technical insights in the plans and monitoring reports.

329. **The SPCU** – Based within MAFS, the SPCU will review and consolidate the AWPB from the IA and the component 3 inputs into a project wide AWPB. SPCU will monitor the overall operations for planning and facilitation purposes of the interventions for attainment of project objectives.

330. **The IA** – The third-party IPs will set up a dedicated team that will be responsible for ensuring that respective states, payams and Bomas as well as all relevant agencies adopt and follow appropriate monitoring mechanisms, processes, and procedures. The IA will support the SPCU and the decentralised Local Government units to establish meaningful and measurable indicators during the start-up phase so that suitable means of data collection can be built into Project activities. The IA will also monitor and evaluate the overall performance of the Project and compile the quarterly and annual reports for dissemination to the stakeholders.

331. The third-party IPs' M&E team will, in consultation with key stakeholders, design standard data collection templates to be used for all agents in the project's data collection exercises. This will ensure consistency in data recording across all Programme areas. The project will collect data on project inputs/activities and the resulting outputs.

332. **Payam Technical teams** will be responsible for ensuring that implementation is efficiently and effectively carried out according to the approved work plans and budgets. The Payam focal point persons will be responsible for the day-to-day monitoring of activities at Payam and Boma levels including monitoring inputs, activities and achievements, and overall coordination of monitoring at that level. The focal persons will also be responsible for ensuring harmonisation with IA monitoring processes to improve efficiency of information collection while avoiding duplication of monitoring tasks.

333. **Boma Development Committees** ensure integration of SADEP activities into their respective plans. The BDCs will be responsible for monitoring the Project against stated targets and will provide back-stopping of planning efforts by the beneficiaries and will be instrumental in ensuring that monitoring tools and procedures are incorporated into activity plans of proposed sub-projects identified in the Community Development Plans.

334. *Activity Level Monitoring* – Implementation of SADEP interventions will involve various service providers/stakeholders, government agencies, and ministries. These will be given clear monitoring procedures and reporting formats for the activities under their authority for on-ward transmission to the IA and SPCU.

335. *Monitoring by Implementing partners* - The SADEP IA will collaborate with the IA selected to implement the AfDB funded CRAFT to ensure harmonisation and alignment of field implementation as well as monitoring activities.

336. *Beneficiary/Community level Monitoring* – Upon preparation of Community Development Plans, the beneficiaries will coordinate with the IA and the respective BDC and or Community Facilitators on the channels to be used to collect information and transmit it to higher levels.

337. **Information Needs Flow of SADEP**– In order for different levels of project stakeholders to guide the project’s planning, implementation, monitoring and evaluation, they will require different types of information from various sources.

338. *Beneficiary/Community Level* – Beneficiaries will be the centre of the decision-making process, planning, monitoring and evaluation of activities of SADEP. In order for them to own the interventions and ensure ease of monitoring by the various stakeholders and for the future and sustainability of the project, each Community Facilitator or representative of the IA, will prepare detailed planning matrices clearly indicating the community goal, purpose, outputs, and the action plan showing the activities to be undertaken, responsible persons and timing of the activities. The work plans will be prepared using simplified formats to accommodate the changing information/data needs that conform to and feed into formats for higher reporting levels.

339. In addition, the Community Facilitators will consolidate the information from the different beneficiary/Community groups into Community reports. After the consolidation, the Community reports will be forwarded to the Boma level.

340. *Boma Level* – At the Boma level, all the received community/group level reports will be compiled and consolidated into one Boma report by the IAs representatives at the Boma level. At this stage, information generated during project implementation monitoring will be consolidated to produce a comprehensive Boma report. The Boma report will be forwarded to the Payam level.

341. *Payam Level* – The received Boma reports will be consolidated into Payam reports by the focal persons with support of the IAs representatives. Sources of information at the Payam will include but not limited to the project monitoring reports, meetings and consultations among the Payam staff involved in the project implementation. The Payam reports will then be transmitted to the state level for consolidation into a state level reports.

342. *State Level*- At state level all Payam level reports will be consolidated into respective state level reports.

343. *National Level* – At National Level, the IAs will compile all state reports into a project wide report that will incorporate inputs from the SPCU on implementation of component 3 and consolidated into one project wide report by staff at the SPCU. The consolidated report will then be circulated to IFAD, GEF, GoSS and other stakeholders.

344. Feedback information will follow the reverse order from IFAD through the SPCU to IA, States, Payams, Bomas and to communities. Through planning and review meetings, feedback will be channelled to the project implementers and beneficiaries.

345. **Logical Framework** – The SADEP logframe with pre-defined Core and Project specific indicators has been developed. And to the extent possible these indicators have been quantified. The monitoring indicators, disaggregated by gender where applicable, will compare programme performance each year with the targets set in the Annual Work plan and Budget for that year. Outcome level indicators will be assessed through COI surveys

to be carried out at baseline, midline and endline. The Project will finance a baseline survey to benchmark performance indicators and facilitate future monitoring and evaluation of outcomes and impact.

346. **Indicators** – Relevant indicators have been specified in the Logframe and, to the extent possible, quantified. The indicators relate to the different levels (output, outcome and impact), and include IFAD Core Indicators (CIs) as well as project specific indicators. This is based on the theory of change and demonstrates the logical links between the results at their different levels and thereby enabling the meaningful analysis of whether the project is on-track towards its planned results even in the first few years of implementation when higher-level results are not yet expected. The monitoring indicators will compare project performance each year with the targets set in the AWPB for that year.

347. **Data Collection** – Data collection for updating the operational M&E framework will be supported by an electronic Management Information System which will depend on the use of servers for easy administration, solar powered radios for data collection and transmission to the servers and collection of GPS coordinates for easy location of project beneficiaries and interventions. The servers will be administered at both State and National levels, for storage and processing.

348. Data collection for Physical progress monitoring will be based on two principles: a) AWPB-based progress monitoring – this will involve checking and reporting on implementation progress of each activity in the AWPB; and b) registers of physical progress – by recording key information on selected activities in specific registers, which will provide a cumulative historical record of practically all activities undertaken by the project. The purpose of the registers of physical progress will be to systematically record information on certain types of activities and results of Project implementation, in order to create a historical, cumulative overview. They will be integrated with the MIS just like the AWPB monitoring. Initially, the following physical progress registers are envisaged:

- a) *Register of training activities* – The register for training activities is a very broad register that will be used to capture formal training courses, workshops, seminars, conferences, study tours, exchange visits, field demonstrations, key meetings, even studies and surveys. The same register can be used because the key information that is important to be recorded is basically the same for all these types of activities, and includes: a description of the activity; whether it was for beneficiaries or staff; where it took place (venue, destination); when it started and ended; who was responsible for organizing the activity (person/institution); who the participants were; how many participants (men/women/youth/PWDs/IPs); the cost; and the duration;
- b) *Register of infrastructure* – In the register of infrastructure, one line of information will summarize key facts about any piece of infrastructure that is constructed, rehabilitated, expanded, or equipped under the programme. The information in this register will include: the type of infrastructure; a description of the infrastructure; where it is located; when the contract for the work (if applicable) was signed, when the work started, when work was expected to end and when it actually ended; who the main contractor or supplier is (if applicable); who supervised the works; the total cost and the community contribution; and the estimated number of people (disaggregated by gender, age and vulnerability) who benefit from the infrastructure;
- c) *Register of groups, producer organisations and or cooperatives* – In the register of groups, one line of information will summarize key facts about any group that has been established or is being supported under the project, for example producer organisations, cooperatives, and infrastructure Management Committees etc. The information in this register will include: the type of group; the name of the group; where it is located; when it was formed; a brief description of the group purpose and main activities; a description of the project's involvement with the group; the

number of group members (disaggregated as men/women and youth and by leadership e.g. groups led by women).

349. These registers shall be kept and updated regularly by the third-party IPs. The state level, Payams and other partner implementation level registers will be submitted at least on a quarterly basis to the third-party IPs for review and consolidation and transmission to the SPCU. To assist officers at state and lower levels, formats will be developed by the third-party IPs consistent with the register structures maintained within the MIS and distributed to the subject matter specialists in charge of monitoring at that level.

350. The AWP&B-based progress monitoring in principle will use detailed activities exactly as they are presented in tables in the AWPB. The basic task will be to regularly note down, activity by activity, how much progress has been made, what has been achieved, comments and whether any special action is required. To do this, the files used during AWP&B preparation will be accessible to the state and Payam technical teams for respective monitoring.

351. To the extent possible, special emphasis will be placed on the need to integrate planning and monitoring as standard responsibilities in the work of project implementers and ensuring that recording progress information is done regularly and consistently. In principle, the third-party IPs in liaison with technical officers from the beneficiary states and Payams, will be responsible to collect and submit data for input into the MIS.

352. The progress information will be carefully analysed by M&E staff of the third-party IPs and the SPCU. The analysis will seek to identify any implementation constraints to be addressed by the project management. The same information will be used to prepare quarterly, half yearly and annual reports, which will contain the full tables with detailed, activity by activity progress information. These reports will be produced by the respective Payam and State teams and will be consolidated initially by the third-party IPs and later at SPCU into a project-wide report for submission to relevant Government offices, IFAD and other SADEP funding partners. Reports will provide information such as: a) overview of intervention activities undertaken in the last quarter and cumulatively over the fiscal year; and b) progress and outputs in terms of the agreed M&E indicators, provide lessons learnt, and knowledge gaps identified. The reports will also seek to identify any constraints encountered so as to seek guidance (where needed) from Project management for addressing the constraints.

353. It should be noted that progress information will be from the beginning of the year to-date to reflect cumulative progress. This means that for the third quarter, for example, the tables will contain the progress made and achievements from the beginning of the financial year until the end of the third quarter, in addition to the separate results for the third quarter. Further, information will be provided on the cumulative progress since the beginning of the programme. This is meant to assess the progress towards achieving programme targets in line with the IFAD's Operational Results Management System (ORMS). Standard reporting formats will be developed during the development of the M&E Framework and M&E plan to provide guidance on the various monitoring focal persons/offices as defined above.

354. Regular project Implementation Reviews will be undertaken every quarter as a platform for assessment of project implementation and performance as well as share experiences in implementation. Participation in the reviews will be by all those involved with activity implementation as well as selected sector actors and stakeholders.

355. **Progress Reporting** – The main source of information for Project Management will be progress reports produced by the IA team. Standardized formats will be developed and used consistently. The IA will validate the information before sending it to the SPCU and GoSS. The information will be consolidated in the process of producing progress reports; the consolidation will be based not only on figures but on detailed analysis, linking

the physical with the financial progress and estimating the overall achievements towards set targets.

356. **Quarterly Progress Reports** – All SADEP activities integrated into plans of State government Ministry of Agriculture, livestock and fisheries will be reported upon every 3 months. Where the private sector implementers are involved in SADEP activities, the third-party IPs will be responsible for ensuring compliance of the service providers with regard to the monitoring and reporting requirements included in the service providers' contract.

357. **Bi-annual Progress Reports** – Consolidation of quarterly reports will be done by the third-party IPs. The third-party IPs will prepare a consolidated 6-months progress report for sharing with SPCU, GoSS, IFAD, and other stakeholders/co-financers (AfDB), as may be required. The progress reports will include an overall assessment of SADEP's achievements against the targets in the AWPBs. Reports will be submitted within six weeks from the end of each reporting period.

358. **Annual Progress Reports** – The annual progress reports will be a consolidation of the progress of achievements attained during a financial year and assess the overall performance of the project against set objectives and indicators in the project logframe. This will be done by the IA and the SPCU.

359. **Back to Office Reports** – These will be produced on demand and following field visits to the project area. The reports will be submitted within one week of undertaking the field activities by technical staff involved in implementation. The reports will contain feedback on the purpose of the field visits, the people met during the visits, the salient findings, the lessons learnt and recommendations for improvement.

360. The table below provides a summary of reports to be generated/produced by the SADEP M&E System.

Type of Report	Responsible Officer			Frequency	Deadline
	National and State Levels	Payam Level	Boma Level		
<b>Quarterly</b>	State Ministry of Agriculture	Payam Focal person	Community development Facilitator	Once every 3 Months	1 <sup>st</sup> Week of proceeding month of the following quarter
<b>Bi-annual Progress Reports</b>	third-party IPs and SPCU	Payam Focal person	Community development Facilitator	Once every 6 Months	2 <sup>nd</sup> Week of proceeding month of the following quarter
<b>Annual Reports</b>	third-party IPs and SPCU	Payam Focal person	Community development Facilitator	Once every 12 months	3 <sup>rd</sup> Week of proceeding month of the following quarter
<b>Back to Office field reports</b>	I third-party IPs and SPCU	Payam Focal person	Community development Facilitator	On demand	Within 1 week of completing the field visit

361. **Baseline and Impact Evaluation** – Baseline and Impact Evaluation – A baseline study will be undertaken during the first year of project implementation to benchmark the project indicators and provide a basis for future assessment of outcomes and programme impact. SADEP will adopt and adapt the standard COI survey guidelines and methodology to undertake the project baseline survey. The third-party IPs together with the SPCU will work together to adapt the ToR and the COI questionnaire as well as the Request for Proposals (RFP). The survey will be undertaken with external consultant support recruited through a competitive bidding and selection process as per established procurement guidelines.

362. IFAD will undertake periodic monitoring, evaluation, and supervision Missions to assess the status of Programme implementation and evaluate its direction with respect to its objectives, outputs and outcomes.

363. The Project will also carry out outcome and impact assessments with a focus on the Project’s overall goal and specific objectives, as defined in the Programme logframe.

364. During implementation, the following evaluations will be undertaken by independent consultants with the help of the third-party IPs and SPCU to establish the relevance, effectiveness, efficiency, and sustainability of the project:

- The mid-term review which will be undertaken in the 4th quarter of year 3 of the programme; and
- The project completion review, which will be undertaken in year 6.

365. The project evaluations will be based on:

- Accumulated and interpreted data from the periodic monitoring
- Analysis of completion reports of the community investments from the selected beneficiaries.
- Bi-annual and annual progress reports at all levels
- Specific impact exercises at mid-term and completion
- Responses of beneficiaries, Bomas, Payams and States to SADEP procedures.

366. The third-party IPs will engage external consultants to carry out the assessments in line with standard impact assessment methodology and following the approved COI survey framework for the case of core outcome indicators. Secondary sources of data will be used particularly to provide information on the overall sector goal indicators.

367. The table below provides a summary of the basis, responsibility, and frequency for the planned Programme evaluations:

<b>Basis for Evaluation</b>	<b>Responsible Persons</b>	<b>Frequency</b>
Accumulated and Interpreted data from periodic monitoring	third-party IPs and SPCU	Continuous
Analysis of investment completion reports from various beneficiaries' /communities	third-party IPs and focal persons at Payam and Boma levels	Continuous
The consolidated bi-monthly and annual progress reports	third-party IPs and SPCU	Bi-Annual and Annual
Specific Impact Exercises at Mid Term and Completion	third-party IPs and SPCU	On Demand
Responses of beneficiaries to SADEP procedures	Community Facilitators	Once every 18 Months

368. **Management Information System (MIS)** – An electronic management information system (MIS) will be developed in the first year of implementation and will be used to support day-to-day monitoring of the programme activities and outputs. Data collection at field level will be carried out by the IAs field staff using solar powered radios and uploaded into the MIS from where it will be accessed by the IA M & E Staff for administration and management. The state and Payam focal persons will only have user rights while IA will have editing rights to ensure data quality and consistency. The third-party IPs will also be responsible for technical performance of the system. The field staff will ensure that any errors in data entry are promptly communicated to the M & E officer of the third-party IPs to enable temporary permission to the affected staff for reloading of the data. The MIS will be designed using external consultancy support who will also build

capacity of the field staff to use the system well. In addition, a technical manual will also be developed, and relevant training provided to all field staff, to enhance the use of the MIS.

### **III.3: KNOWLEDGE MANAGEMENT, LEARNING AND COMMUNICATION**

369. The core relevance of the M&E system is in the use of the information it elicits for planning and decision-making as well as accountability. Knowledge Management (KM) will be an integral part of SADEP to ensure that Project implementation is a continuous learning process in which quantitative and qualitative data will be compiled, analysed and disseminated as lessons learned, together with thematic studies and stories from the field that document successful approaches, explain challenges encountered and results achieved. The Project M&E system will form the foundation of KM and learning system and will thus be a primary instrument of information capture and storage, based on the indicators detailed in the results framework. Tools, such as case studies, stakeholder interviews and surveys, will be used to deepen understanding of factors contributing to successes and failures, and to enable full documentation of impact. The IA will be responsible for all KM activities in liaison with the SPCU and the IA for the AfDB funded CRAFT as well as respective beneficiary states and lower local governments. Collaboration with relevant research and learning institutions such as at Parataka and University of Juba to design and undertake studies and analyses as well as communicate lessons learnt will be encouraged.

370. A Knowledge Management strategy will be developed built on three core pillars of KM: people, processes and technology. In addition, a knowledge Management and Communication Action Plan that outlines specific activities on how information is to be obtained, analysed, and disseminated, will be developed in line with the KM strategy. The Plan will be developed to translate the strategies into action. Plans to support the implementation of the KM Action Plan will be integrated in the Project's AWPB. In this regard, the KM & Communication Action Plan shall include an outline how knowledge will be disseminated using, but not limited to, the communication channels. Effective communication at all levels will be critical to promotion and awareness raising, learning and adoption of innovative techniques and practices promoted by the programme. Issues related to mainstreaming of gender, indigenous persons, and nutrition in the programme activities and encouragement of youth participation in SADEP activities will be emphasised. Quarterly review meetings with implementing states and lower local governments as well as GOSS ministries and departments and private sector partners will be organised by the IA to discuss progress towards results in relation to each quarterly progress report, the format of which will explicitly include a focus on lessons learnt in terms of challenges, good practices, etc. Study tours, exchange visits and learning routes will be organized for lateral knowledge transfer. The project will encourage sharing of market information relevant to the two major value chain actors.

371. Concurrently, a downward and upward flow of information about project progress to beneficiaries and implementing partners in the field is of utmost relevance in fostering ownership and participation. Systems for these information exchanges will be developed and used on a regular basis, including stakeholder review meetings, and planning workshops. These will be encouraged for the benefit participating GOSS institutions and communities involved in SADEP implementation. The project will ensure the full participation of all partner departments and agencies to produce relevant knowledge products and communication materials, such as press releases, extension materials, and radio spots among others.

372. *Knowledge Topics* – The following issues have been identified as critical areas for the knowledge management initiatives to create knowledge and disseminate within the Project context and beyond:

- a) Sector Coordination. The third-party IPs will support MAFS to conduct regular sector coordination meetings, e.g. quarterly meetings between MAFS, third-party IPs and



relevant development partners. This will be critical since an increasing number of partners have expressed willingness to support the agricultural sector in Eritrea. Sector coordination will support MAFS to ensure a coordinated response, both in terms of geographical areas and in ensuring that consistent approaches are being used.

- b) County profiles: The third-party IPs will conduct county profiling which will involve undertaking conflict assessments and understanding the needs of different counties in terms of livelihood assets such as environment and physical access; livelihood state, and climate change shocks such as floods or drought. The knowledge from the profiles allows understanding of existing capacity gaps at community, county and state levels. This will be carried out at project start-up to inform the capacity building support to be provided by the project.

373. **Knowledge Management Plan** – In order to facilitate an effective provision of the KM function during SADEP implementation, a KM plan is provided herewith. The plan outlines specific activities on how information will be obtained, analysed, and disseminated within SADEP. It outlines the main objectives of KM, the broad approaches that will be used, the activities that will be undertaken, the knowledge products expected to be generated and disseminated, the resources required and an evaluation plan to inform the project management on the performance of KM within the project. This plan will be updated from time to time to align with emerging knowledge needs of the project during implementation.

<p><b>1. Current situation / background</b></p>	<p>Knowledge Management in SADEP will have a major focus on capturing of lessons learnt and using these to enhance project performance and policy engagement on enhancing development effectiveness within a fragile context. The KM and Communication system will be integrated and aligned with the result-based M &amp; E system and the Fragility Framework. KM will be implemented throughout the project period. The early stages of its implementation will focus primarily on promoting the programme and creating awareness and later phases will be focused on creating visibility of project results, supporting policy engagement and scaling up of successful and innovative approaches. SADEP KM will also draw a lot of lessons from ongoing programmes funded by other development partners operating within South Sudan with related or similar interventions.</p>
<p><b>2. Overall programme / project objectives</b></p>	<p>SADEP will be implemented over a period of seven (7) years, with a Development Objective (PDO) of <i>Enhancing resilience and food and nutrition security for target communities</i>. SADEP will be implemented in the counties of Terekeka (Central Equatoria); Mundri West (Western Equatoria); Mvolo (Western Equatoria); and Bor (Jonglei). SADEP will reach 18,700 rural agricultural households (HHs) corresponding to 112, 500 persons. The project will have an environment and ecosystem services restoration, climate adaptation, community empowerment, and nutrition sensitive focus, and will also target among others vulnerable members of the community such as people with disabilities.</p> <p>The programme objectives will be achieved through the implementation of two field technical components and an institutional strengthening and project management component. SADEP interventions will focus on addressing the identified factors limiting the effective functioning and inclusivity of the fisheries and sorghum-based production system, together with the other challenges as will be identified by the target communities and the following are the expected outcomes:</p>

	<p>Outcome 1: Increased production, productivity and availability of nutritious foods.</p> <p>Outcome 2: Reduced postharvest loses and improved quality and value of sorghum-based and fish products; and</p> <p>Outcome 3: Strengthened institutional capacities and rural sector coordination</p>		
<b>3. Purpose, objectives and expected results</b>	<p>KM within SADEP will particularly be important in creating awareness among stakeholders about the project, creating visibility of results and Impact, supporting policy engagement with GOSS and scaling up of successful and innovative approaches. The objectives of the KM plan thus will be to:</p> <ol style="list-style-type: none"> <li>i. Develop a Knowledge Management and Communication Strategy to guide the systematized documentation, packaging and dissemination of knowledge generated from programme implementation</li> <li>ii. Develop key messages, appropriate multimedia platforms, tools and channels for effective knowledge sharing and communication with various target audiences.</li> <li>iii. Build Knowledge Management and Communications capacity for Programme Implementation.</li> </ol>		
<b>4. Activities, approaches and tools</b>	The following activities, approaches and tools are envisaged within Implementation of SADEP KM		
	<b>Main Intervention/activity</b>	<b>Means of verification</b>	<b>Due date</b>
	Carry out a Stakeholder analysis and KM needs assessment for supporting the development of the KM strategy	Review report	PY1
	Develop the KM and Communication Strategy building on findings of the preliminary assessments	KMC strategy developed	PY1
	Validate the KMC strategy with key project stakeholders	KMC strategy validated	PY1
	Develop annual KM action plan and budget for the strategy.	AWPBs	PY1, PY2....up to PY7
	Implement actions identified in the KM Action Plans	<ul style="list-style-type: none"> <li>• Knowledge Management implementation report</li> </ul>	PY1, PY2....up to PY7

	Develop and implement IEC materials and knowledge products	<ul style="list-style-type: none"> <li>• Tools developed,</li> <li>• Materials developed- Brochures, Newsletters, Documentaries, posters, fliers, leaflets, manuals, etc</li> </ul>	PY1, PY2....up to PY7
	Systematically conduct case studies to understand in detail emerging results and impact of programme implementation, document lessons learnt and success stories	<ul style="list-style-type: none"> <li>• Case study reports,</li> <li>• lessons learnt,</li> <li>• Success stories</li> </ul>	PY3, PY4....up to PY7
	Carry out detailed policy review of M & E results to generate evidence for policy engagement and advocacy	<ul style="list-style-type: none"> <li>• Policy Briefs</li> <li>• Policy engagement meetings/minutes</li> </ul>	PY3, PY4, PY5, PY6, and PY7
	Engage the mass media at National and State levels to communicate and share knowledge on SADEP focus areas	Contracts signed and implemented with media houses	PY1....up to PY7
	Promote brand visibility of the Project and its funding partners (IFAD, GEF, GoSS, AfDB e.t.c)	Promotional items such as Sign boards, Branded materials e.t.c	PY1....up to PY7
	Build capacity of national, state and lower local government staffs and community groups to ensure systematic learning and knowledge sharing are fully embedded in implementation	KM Monitoring Reports	PY1....up to PY7
	Design and implement a training programme for National and State level staff as well as staff of lower levels and other relevant government agencies as required on KM and Communication approaches, methods and tools.	Staff trained	PY1....up to PY7

	Develop annual plans and budgets that ensure the Programme KM and Communication strategy is continuously monitored and improved.	AWPBs	PY1....up to PY7
<b>5. Knowledge sharing &amp; knowledge products</b>	<b>Knowledge Products</b>	<b>Dissemination Channels</b>	<b>Target Audience</b>
	Case study reports	Workshops, mass media, Communal gatherings and public noticeboards such as at market places, print media	Project implementers (staff and Implementing partners), Government departments and external stakeholders
	Brochures, Fliers	Distribution during workshops, Fairs and field visits and any other gatherings	Primary project beneficiaries and potential projects enthusiasts
	Documentaries	Mass media (radio and TV)	External stakeholders and project beneficiaries
	Policy briefs	Policy advocacy and dialogue meetings	National and State Government departments
	Branded Items	Public events/exhibitions/fairs/ Value chain platforms and public places	Project beneficiaries, External stakeholders and project financiers
<b>6. KM in project management</b>	Knowledge Management (KM) will be an integral part of SADEP to ensure that Project implementation is a continuous learning process in which quantitative and qualitative data will be compiled, analysed and disseminated as lessons learned, together with thematic studies and stories from the field that document successful approaches, explain challenges encountered and results achieved. The Project M&E system will form the foundation of KM and learning system and will thus be a primary instrument of information capture and storage, based on the indicators detailed in the results framework. This means that knowledge management activities will build on the M & E findings and results of project implementation.		

	<p>The IA will be directly responsible for developing the KMC strategy, drawing annual plans and budgets in line with the strategy and ensuring that identified activities are implemented as planned. The IA will also be responsible for reporting on the performance of the KM function within the project. The IA will ensure that all required inputs are solicited, and knowledge products developed and disseminated accordingly.</p> <p>Through the Project M &amp; E system, outcome and thematic surveys will be undertaken to generate results on the performance of the project. The results from such surveys will inform the conduct of detailed case studies on specific themes as may be identified from time to time.</p> <p>The IA will also be responsible for developing other knowledge products in consultation with the SPCU and relevant GOSS departments</p>
--	---

#### **III.4: FINANCIAL MANAGEMENT**

**This is Attached as a standalone module.**

**III.5: PROCUREMENT****APPENDIX 8****Procurement Implementation Manual***Contents*

1	Applicable Procurement Rules .....	112
2	Procurement Methods, Thresholds and Prior Review .....	112
2.1	Procurement Plans (PP) .....	112
2.2	OPEN.....	112
2.3	Contract Register (CR) and Contract Monitoring Tool (CMT).....	113
2.4	Tabular Summary of Applicable Methods and Thresholds.....	113
2.5	Special Procurement Arrangements .....	113
2.6	Standard Procurement Documents (SPD) to be used .....	114
2.7	Guidance Offered in the IFAD Procurement Handbook .....	114
2.8	Prior Review Documentation.....	114
2.7.1	Procurement Plan (PP) .....	114
2.7.2	The General Procurement Notice(s) (GPN).....	114
2.7.3	Goods, Works, Consulting and Non-Consulting Services.....	114
2.7.4	Other specific Prior Review requirements .....	115
2.8	Other procurement-related coordination with IFAD.....	116
3	Critical Procurement Issues .....	116
3.1	Areas of Inconsistency between National Law and IFAD Project Procurement Guidelines .....	116
3.1.1	Comparison between National and IFAD Procurement .....	116
3.1.2	Extent of Application of the National Procurement rules.....	116
3.2	Cost and Schedule Estimate .....	116
3.3	Publication of Notices .....	117
3.3.1	General Procurement Notice (GPN) .....	117
3.3.2	Pre-qualification (goods, works and non-consulting services) .....	118
3.3.3	Notices for Open Bidding Processes.....	118
3.3.4	Request for Expressions of Interest (REOI) .....	118
3.3.5	Publication of Contract Awards.....	118
3.4	Award of Grants/Loans .....	118
3.5	Procurement Principles and Ethics .....	118

3.5.1 Procurement Principles .....	118
3.5.2 Gifts and hospitality .....	119
3.5.3 Conflicts of interest .....	119
3.6 Combatting Corruption and Sexual Harassment .....	119
3.7 Record Keeping .....	119
3.8 Response to emergency and disaster Component.....	120
4 Procurement Transactions – Institutional Setup and RACI.....	120
4.1 Delegated Procurement Responsibilities to local entities.....	120
4.2 Implementing Partners.....	120
4.3 Accounting for Procurement by Implementing Partners.....	120
4.4 Institutional Setup, Roles, and Responsibilities .....	120
4.4.1 Evaluation Committees .....	120
4.4.2 Roles & Responsibilities, including TOR .....	120
4.5 Procurement with Community Participation.....	122
4.5.1 Procurement Committees of the CDDC .....	122
4.5.2 Responsibilities of the procurement sub committee.....	122
4.5.3 Procedures for Procuring, Goods, Works, and Services .....	122
4.5.4 Procurement Methods .....	123
4.5.4 Thresholds for Community Procurement Methods .....	124
Annex 1: Procurement Records and Files.....	125
Annex 2: Guidance on using the Procurement Plan .....	126
Annex 3: Guidance on using the Contract Monitoring Tool.....	135
Annex 4: Guidance on using OPEN .....	144
Annex 5: Vendor Assessment Form .....	145
Annex 6: Debrief, Protest and Appeal Timeline.....	146
Annex 8: The Project Procurement Strategy (PPS).....	147
Abbreviations and Acronyms.....	149
1. Project Overview .....	150
a) Project Description .....	150
b) Summary of Programme Objective.....	151
c) Project Components and Costs .....	151
d) Project Procurement Profile.....	152
e) Spend per category .....	152
2. Overview of Country, Recipient and Marketplace.....	152
a) Operational Context.....	152
b) IA Capability Assessment .....	156

c) Market Analysis .....	157
3. Procurement Risk Analysis for abovementioned contracts/group of similar contracts .....	162
4. Stakeholder Analysis.....	164
5. Procurement Objective for abovementioned contract/group of similar contracts (related to the 5 Rs) .....	166
a) Procurement Objectives .....	166
b) Key Performance Indicators .....	166
6. Recommended Procurement Approach for the Project Procurement Approach:.....	167
a) Procurement arrangements for Goods and Non-consulting services .....	167
b) Procurement arrangements for Works.....	168
c) Procurement arrangements for Consulting services.....	169
7. Preferred arrangement for low value, low risk activities (as applicable)	170
Annex 1 of PPS: Simplified Contract Management Plan and Responsibility and Accountability Matrix (RAM) .....	171
Annex 2 of PPS: In-country procurement training programme .....	173
Annex 9: SECAP Risks and Procurement Actions.....	174



## **1 APPLICABLE PROCUREMENT RULES**

IFAD General Conditions (Section 7.05. Procurement) lay emphasis on use of Borrower/Recipient's procurement regulations, provided they are found to be consistent with IFAD's procurement guidelines. In South Sudan, the Public Procurement law, Public Procurement and Disposal of Assets Act, was enacted in 2018 and Regulations and Standard procurement documents are in draft form and awaiting legislative ascent. IFAD's assessment of the framework is that it is not fully functional and thus the IFAD Project Procurement handbook will apply for the project. Internal organization and processing approvals for procurement actions by GOSS will be adopted to the local framework.

Under the PPDA, the Public Procurement and Disposal of Assets Authority (PPDAA) has been established. The PPDAA has oversight and regulatory functions, including undertaking procurement reviews and audits. The PPDAA will progressively provide guidance on operationalization of the local procurement framework, and to the extent that such guidance it does not conflict with IFAD procurement guidelines and handbook.

The IFAD Simplified Project Procurement Procedures for Fragile and Conflict Affected Situations guidelines shall apply to this project.

## **2 PROCUREMENT METHODS, THRESHOLDS AND PRIOR REVIEW**

### **2.1 PROCUREMENT PLANS (PP)**

The PP should reflect the analysis presented in the PPS. It is the responsibility of the Project to prepare a consolidated Procurement Plan covering all the activities funded by the project. The Procurement Plan should include all procurement packages expected to be implemented within a period of at least 12 months. The PP should be updated at least annually to reflect actual needs and changing circumstances.

The initial Procurement Plan prepared for the project should be for a period of 18 months, with successive 12-month plans to be prepared for the following period of implementation. The plan should be realistic and shall be consistent with the Project Annual Work Plan and Budget (AWPB) and shall form part of it.

Any updates to the Procurement Plan should be submitted to IFAD for its review and no objection. Any changes to the Procurement Plan should be justified through a revised Project Procurement Strategy (PPS). The Plan shall include description of the procurement packages to be implemented, funding source, methods of Procurement, type of review (prior or post), quantities, estimated costs, time schedule for the different steps involved in the procurement process and the responsible procuring entity. The Procurement Plan is a "live" document that should be updated regularly. It is recommended to review the plan at least once quarterly. Any major adjustments or amendments to the plan would require IFAD no-objection. The plan should be ready and updated for review by supervision missions.

Procurement performance will be measured through Key Performance Indicators that defined in the PPS and annexed to the PIM. The PPS contains detailed procurement arrangements for all procurement categories. The project's Procurement Plan should reflect the analysis presented in the PPS and should be updated periodically to reflect actual needs and changing circumstances. Any updates to the Procurement Plan should be submitted to IFAD for its review and no objection. Any changes to the Procurement Plan will be justified by the project through a revised PPS.

### **2.2 OPEN**

IFAD OPEN (Online Project Procurement End-to-End System) supports borrowers maximize value for money and increases transparency and efficiency over the procurement

processes in IFAD-financed operations. The system provides support to borrowers with built in guidance from procurement planning stages to contract completion, tracking key stages of the procurement process. The system also generates analytics that supports evidence-based management.

Project procurement will be carried out as per the approved Procurement Plan (PP) processed in IFAD’s OPEN system. No activity will be implemented prior to receipt of a No Objection through OPEN. The SPCU will be registered in the OPEN system for processing procurement under Component 3.1 while the Third-Party Implementing Partner will be registered in the OPEN system for processing procurement under Components 1, Component 2 and the RED component.

### 2.3 CONTRACT REGISTER (CR) AND CONTRACT MONITORING TOOL (CMT)

All contracts, Memorandums of Agreements, purchase orders and related payments must be recorded in the Contract Monitoring Tool (CMT) of the IFAD Client Portal. The contract register in use by the project will be in form of entries to the CMT. All contracts by the project will be captured in the CMT in a timely manner. The project procurement officer will ensure regular updates to the CMT to reflect accurate physical and financial progress of contract entries.

### 2.4 TABULAR SUMMARY OF APPLICABLE METHODS AND THRESHOLDS

Method Selection Thresholds Currency: US\$			Prior Review Thresholds
<b>GOODS/NCS</b>			
<b>Shopping</b>	<b>NCB</b>	<b>ICB</b>	
≤ 70,000	< 150,000	≥ 150,000	≥ 50,000
<b>WORKS/NCS</b>			
<b>Shopping</b>	<b>NCB</b>	<b>ICB</b>	
≤ 175,000	< 500,000	≥ 500,000	≥ 100,000
<b>CONSULTING SERVICES/NCS</b>			
<b>CQS</b>	<b>LCS and FBS</b>	<b>QCBS and QBS</b>	
≤ 50,000	< 80,000	≥ 80,000	≥ 30,000
ICS Prior Review Threshold			≥ 15,000

### 2.5 SPECIAL PROCUREMENT ARRANGEMENTS

a) The table below represents procurement arrangements for low value items:

Contract	Category	Estimated Cost	Procurement Approach and Method
Off-the shelf Goods, Minor Works, and small assignments.	Works /Goods /Consulting services	Not more than USD500, up to an annual cumulative cost of USD5,000 (as defined in the PAL)	Contracts to be procured through local administrative procedures and a file of all such purchases be maintained.

b) Operational Expenses: The project will also finance from the IFAD proceeds for costs associated with fuel, operational travel, per-diems, office consumables and maintenance, motor vehicle maintenance, telephone and internet charges, salaries, and allowances for project staff. These expenditures will not be subject to procurement clearance, hence, will not be reflected in the approved procurement plan. Items under this category would be procured using local administrative procedures acceptable to IFAD. The expenditure plan under this category will be

submitted annually to IFAD for review and no objection through the AWPB, and will be subject to external audit.

- c) Training / Capacity Development initiatives through the project are not Procurement Transactions unless a service provider is exclusively hired from Market through agreed Selection Methods of Consultant / Non-consulting services as appropriate to render training or capacity development. The expenditure plan under this category will be submitted annually to IFAD for review and no objection through the AWPB and will be subject to external audit.

## **2.6 STANDARD PROCUREMENT DOCUMENTS (SPD) TO BE USED**

National SBDs will be used and will be amended for consistency with IFAD Guidelines. The SBDs will include provisions on IFAD's Policy on Preventing Fraud and Corruption, the IFAD policy to preventing and responding to sexual harassment, sexual exploitation and abuse, the Anti-Money Laundering and Countering the Financing of Terrorism Policy, and IFAD's Social, Environmental and Climate Assessment Procedures (SECAP), and IFAD right to audit. International procurements will use IFAD SBDs and provisions. A complete list of SPD templates is available for download and can be accessed on <https://www.ifad.org/en/project-procurement/guidelines-and-documents>

## **2.7 GUIDANCE OFFERED IN THE IFAD PROCUREMENT HANDBOOK**

The IFAD procurement handbook will be referenced for consistency to any procurement activity undertaken by the project when procuring goods, works or services under SADEP, and consistent with the Financing Agreement and PAL. Consistent application of the handbook's provisions and procedures is essential for ensuring greater efficiency, transparency, uniformity of documents and decisions and lower procurement costs.

## **2.8 PRIOR REVIEW DOCUMENTATION**

In accordance with paragraphs 49, 66 and 67 of the IFAD Project Procurement Guidelines and IFAD's Procurement Handbook, the following will be subject to prior review by IFAD and requires IFAD's No Objection:

### **2.7.1 Procurement Plan (PP)**

Procurement Plans submitted as part of Annual Work Plans and Budget and any subsequent amendment of these plans shall be subject to prior review.

### **2.7.2 The General Procurement Notice(s) (GPN)**

General Procurement Notices that are drafted prior to their publication shall be subject to IFAD prior review.

### **2.7.3 Goods, Works, Consulting and Non-Consulting Services**

The procurement process for Goods/Works/Services shall require IFAD's No Objection (NO) for contracts designated for "prior review" in the project's procurement plan. No downstream procurement action by the project can proceed until prior NO is issued by IFAD as to the propriety and compliance of the undermentioned steps with the IFAD PPF:

	<b>Activity / Step of the procurement process for Prior Review Contracts</b>	<b>IFAD "NO" is required</b>
1	Call/Request for Prequalification document and related advertisement	Yes
2	REOI (Request for Expression of Interest) document for consultancy services and related advertisement	Yes
3	Terms of Reference for consultancy services and related non-consulting services	Yes, usually as part of NO request for issue of the RFP (step 9 below)

4	Technical Specifications for Goods/Works/NCS	Yes, usually as part of NO request for issue of the bid docs (step 9 below)
5	Composition of evaluation committees	Yes, usually as part of 9, 13 or 15
6	Prequalification report for Goods/Works/NCS	Yes
7	Shortlisting report for consultants' selection	Yes
8	The use of "prior lists" for shortlisting consultants	Yes
9	Complete Bidding Documents and RFPs and CfPs and related advertisement if applicable	Yes
10	Use of a Performance Guarantee template if other than unconditional, irrevocable and on-demand guarantee	Yes
11	Amendments to the Bidding Documents and RFPs, CfPs	Yes
12	Opening bids/quotes/proposals that are less than 3 (excluding DC/SSS)	Yes
13	Technical evaluation report (in two envelope procedures)	Yes
14	The combined evaluation report (in two envelope procedures)	Yes
15	The single evaluation report (in one envelope procedures) for Goods/Works/NCS/Consulting Services (SSS)	Yes
16	Decisions concerning abnormally low bids	Yes
17	Draft contract	Yes
18	Minutes of negotiation at award for consultancy services (where applicable) or when using DC for Goods/Works/NCS	Yes
19	Rejection of all bids/proposals and cancellation of the procurement procedure	Yes
20	Failure of negotiations and proceeding to next ranked consultant	Yes
21	Proceeding to next ranked bidder if top ranked fails to sign the contract in Goods/Works/NCS	Yes
22	Determination to reject a bid/proposal because of cross-debarment	Yes, usually as part of steps 13, 14 or 15
23	Amendments to contracts exceeding 10% in value (increase/decrease in quantities as a result of evolutionary changes). Additional unforeseen new items exceeding 10% of the contract value is a new procurement subject to Single Source/DC conditions.	Yes
24	Extension of time to contracts exceeding 25% of the original contractual duration in Goods/Works/NC Services/Consulting Services	Yes
25	Termination of a contract in Goods/Works/NC Services/Consulting Services	Yes
26	The use of Force Account	Yes

#### 2.7.4 Other specific Prior Review requirements

In accordance with paragraphs 49, 66 and 67 of the IFAD Project Procurement Guidelines and IFAD's Procurement Handbook, the following will be subject to prior review by IFAD and requires IFAD's No Objection:

1	Procurement Plans submitted as part of Annual Work Plans and Budget and any subsequent amendment of these plans;
2	General Procurement Notices (GPNs);

3	The first 5 procurement activities using ICB and NCB;
4	Any use of Force Account;
5	The TOR (Job Description), Advertisement and selection proceedings for the hiring of any staff responsible for carrying out or administering procurement processes as part of the project;
6	Award of any Memorandum of Agreement irrespective of its value;
7	Award of any contract for goods and goods-related non-consulting services estimated to cost US\$ 70,000 or more;
8	Award of any contract for works and works-related non-consulting services estimated to cost US\$ 150,000 or more;
9	Award of any contract for consulting services provided by firms estimated to cost US\$ 60,000 or more;
10	Award of any contract for individual consulting services estimated to cost US\$ 30,000 or more;
11	Award of any contract via Direct Contracting for Goods and related Non-Consulting Services above the low-value threshold specified in PAL paragraph 6 b) iv). Any contract below this low-value threshold does not need NO if the cumulative value of such low-value contracts does not exceed the cumulative threshold stated in PAL paragraph 6 b) iv) in the current fiscal year;
12	Award of any contract via Direct Contracting for Works above the low-value threshold specified in paragraph PAL 6 a) iv). Any contract below this threshold does not need NO if the cumulative value of such low-value contracts does not exceed the cumulative threshold stated in the same paragraph;
13	Award of any contract via Single/Sole Source Selection of Consulting Services to firms above the threshold specified in PAL paragraph 6 c) vi). Any contract below this threshold does not need NO if the cumulative value of such low-value contracts does not exceed the cumulative threshold stated in the same paragraph;
14	Award of any contract via Single/Sole Source Selection to individuals above the threshold specified in PAL paragraph 6 c) vii). Any contract below this threshold does not need NO if the cumulative threshold stated in the same paragraph is not exceeded and the contract duration is three months or less.

## **2.8 OTHER PROCUREMENT-RELATED COORDINATION WITH IFAD**

It is not intended that the procurement manual will foresee all possible situations that could arise in processing of procurement activities and decisions. Where in doubt, the project will seek guidance from IFAD from time to time during SADEP's implementation. A proactive approach will be required to ensure procurement best practices are retained throughout project implementation.

## **3 CRITICAL PROCUREMENT ISSUES**

### **3.1 AREAS OF INCONSISTENCY BETWEEN NATIONAL LAW AND IFAD PROJECT PROCUREMENT GUIDELINES**

#### **3.1.1 Comparison between National and IFAD Procurement**

Not Applicable.

#### **3.1.2 Extent of Application of the National Procurement rules**

Under the project, the National Procurement rules will be applied to guide internal processing and procedures for appointment of committees to process all procurement decisions, defining functions of the different actors in procurement, review of complaints, and other provisions that do not conflict with the IFAD Project procurement guidelines and handbook.

### **3.2 COST AND SCHEDULE ESTIMATE**

The Programme's costs and procurement estimates of the first 18 months are tabulated below.

No	Component and Outputs	Cost <sup>24</sup> (US\$) '000	Percent	Key procurement activities (First 18 months)
1	<p><b>Component 1 - Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food:</b></p> <p>1) Output 1.1 Community-Led Planning and Prioritization</p> <p>2) Output 1.2 Sustainable and Climate-Smart Nutrition-Sensitive Production Systems</p>	<p>8,817</p> <p>10,832</p>	38.3%	Print training manuals in seed production - sorghum, sesame, groundnut; Supply and Installation of facility for supplementary irrigation of basic seed (Storage tank, irrigation pipes, and sprinklers); Supply and Install Solar system for irrigation facility at Palataka National Basic seeds Centre; Supply of 4No Weather Stations to participating counties; Procurement of 6No Motor cycles (for extension); Procurement of 2No fiberglass boats equipped with outboard engines (for extension services); Supply of Agriculture extension kits; Supply of solar radios; Fencing 15Ha of land at Palataka National Basic seeds Centre; Construction of flood protection dykes at Aweil Irrigation Rice Scheme; Consulting service to develop Farmers Field School (FFS) curricula; Consulting service for Development of video-based e-extension platform.
2.	<p><b>Component 2 - Enhanced Capacity for Postharvest Management and Handling:</b></p> <p>3) Output 2.1 Community-Led and Resilient Rural Infrastructure</p> <p>4) Output 2.2 Capacity Building and Inclusive Post-Harvest Technologies and Practices</p>	<p>16,427</p> <p>7,918</p>	47.5%	Construction of 2No Fish landing sites; Irrigation system construction and installation works at the Palataka National basic seed center; Construction of Multiple-Use Water Systems (MUS); Construction of 2No storage facilities (500 - 1,000 quintal); Feasibility Study, detailed design, and ESIA for small scale and Climate Resilient Fish Landing Sites; Construction supervision of fish landing sites; Feasibility assessment and establishment of technical specifications for ice making plants; Feasibility Study, detailed design, and ESIA for an Irrigation system at the Palataka National basic seed center; Construction supervision of Irrigation system at the Palataka National basic seed center; Prefeasibility Rapid Assessment for Development of Multiple-Use Water Systems (MUS); Feasibility Study and detailed design for Multiple-Use Water Systems (MUS); Design and works supervision for mall-medium capacity storage facilities for crop production; Supply of Solar Fish Dryers; Supply of land preparation, weeding, harvesting and postharvest machineries and equipment.
3.	<p><b>Component 3 - Institutional and Policy Strengthening, Project Coordination and Management:</b></p> <p>5) Output 3.1 Institutional Strengthening and Policy Support</p> <p>6) Output 3.2 Project Coordination and Management</p>	<p>1,473</p> <p>5,815</p>	14.2%	Procurement of 2No project Vehicles; Baseline studies; Consulting service for Development of a Knowledge Management and Communication Strategy; Consulting service for Development of a Programme Knowledge Management Portal; Procurement of 13No desktop computers and 4No printers.
	<b>Total</b>	<b>51,282</b>	<b>100%</b>	

### 3.3 PUBLICATION OF NOTICES

#### 3.3.1 GENERAL PROCUREMENT NOTICE (GPN)

The GPN is a publication that will be made at the beginning of each planning period to achieve the following:

- Notify bidders of the existence of the SADEP
- Notify bidders of upcoming procurement opportunities
- Enable the SADEP to create or improve its supplier database

<sup>24</sup> Includes parallel financing of AfDB

IFAD's NO is required prior to publication of the GPN.

### **3.3.2 PRE-QUALIFICATION (GOODS, WORKS AND NON-CONSULTING SERVICES)**

In this process, information on the qualifications of potential bidders will be obtained and evaluated in order to compile a list of qualified bidders who will receive solicitations for closed procedures. This will be done through publication of a pre-qualification notice, the receipt of submissions and the evaluation of submissions against predetermined criteria.

### **3.3.3 NOTICES FOR OPEN BIDDING PROCESSES**

For open bidding processes, publication of the advertisement will be made for open competitive bidding. This shall be done – at a minimum – via publication on the IFAD website and in national newspapers. International Competitive approaches shall require additional publication on the United Nations Development Business portal - UNDB online.

### **3.3.4 REQUEST FOR EXPRESSIONS OF INTEREST (REOI)**

For openly competitive procurement activities through Request for Proposals, Publication/issuance of an REOI containing a briefing on the assignment and the shortlist assessment criteria will be made. The evaluation criteria in the RFP stage will be more robust and not be used in the shortlist.

### **3.3.5 PUBLICATION OF CONTRACT AWARDS**

The publication of contract awards will follow the same advertisement method used for the announcement of the procurement activity.

## **3.4 AWARD OF GRANTS/LOANS**

There are no Grant schemes under SADEP.

## **3.5 PROCUREMENT PRINCIPLES AND ETHICS**

### **3.5.1 Procurement Principles**

In accordance with the IFAD Project Procurement Guidelines, the IFAD Anticorruption Policy and the IFAD Code of Conduct, project procurement staff are expected to:

- a) maintain and enhance the reputation of the Government of South Sudan by:
  - (i) maintaining the highest standards of honesty and integrity in all professional relationships;
  - (ii) developing the highest standards of professional ethics;
  - (iii) maximizing use of IFAD funds and other resources for which they are responsible for the purposes for which they were provided to the borrower/recipient country;
  - (iv) providing information in the course of their duties that is true, fair and not designed to mislead;
  - (v) complying with both the letter and the spirit of:
    - the financing agreement;
    - the laws and regulations of the Republic of South Sudan;
    - professional ethics;
    - contractual obligations.
- b) declare any actual, perceived, or potential personal interest that might affect, or reasonably be perceived by others to affect, impartiality in any matter relevant to their duties (conflict of interest). In such a situation, the respective official should not participate in the procurement process in any way to avoid adverse measures, including the declaration of misprocurement;
- c) respect the confidentiality of information obtained in the course of duty and not use such information for personal gain or for the unfair benefit of any bidder, supplier, or contractor.

d) Two of the most common sources of concern are conflicts of interest and the acceptance of gifts and hospitality by officials. The complete guidelines can be found in IFAD's Anticorruption Policy.

### **3.5.2 Gifts and hospitality**

Any public official of the borrower/recipient involved in an IFAD-funded procurement activity:

- (i) is not permitted to accept any gifts from current or potential suppliers, contractors, or consultants, unless such gifts are of very low intrinsic value, such as a calendar or business agenda;
- (ii) must refrain from accepting any business hospitality that might be viewed by others as influencing a business decision;
- (iii) has a duty to promptly report any case of prohibited practices, including but are not limited to fraud and corruption, as defined in IFAD's Anticorruption Policy, by a colleague, bidder, supplier, contractor, or consultant, to IFAD and the national authorities, as required.

### **3.5.3 Conflicts of interest**

- (i) The IFAD Project Procurement Guidelines require that any public official of the borrower/ recipient involved in an IFAD-funded procurement activity shall declare any personal interest that may affect, or might reasonably be deemed by others to affect, impartiality in any matter relevant to their duties (conflict of interest).
- (ii) On becoming aware of a situation of this nature or the potential for such a situation, the official(s) concerned should immediately recuse themselves from any aspect of the procurement process to avoid being placed in the position of having a conflict of interest.
- (iii) When IFAD becomes aware of a situation in which a conflict of interest may have existed but was not declared, it is sufficient grounds to declare misprocurement, in keeping with the IFAD Project Procurement Guidelines.
- (iv) Where there is a question about the existence of a conflict of interest, or potential conflict of interest, IFAD may be consulted for advice or guidance. However, IFAD operates under the general principle that if there is any uncertainty, it is safer to recuse oneself from the process rather than risk a negative perception of the process and a (potential) declaration of misprocurement.

## **3.6 COMBATTING CORRUPTION AND SEXUAL HARASSMENT**

All contracts signed by vendors (suppliers, consultants/consulting firms or contractors) shall contain material demonstrating that the vendor is compliant with the regulations of IFAD's Revised Policy on Preventing Fraud and Corruption in its Activities and Operations and the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse (SH/SEA) by the use of self-certification forms. To this end, all vendors shall sign a self-certifying declaration annexed to the contract, certifying that they have not and – for the duration of the contract – will not engage in fraud and corruption and SH/SEA, as defined in the respective policies indicated above. This self-declaration is part of the contract forms of the standard procurement documents provided by IFAD.

The SH/SEA Policy is available at: <https://www.ifad.org/en/document-detail/asset/40738506>

The Anticorruption Policy at: <https://www.ifad.org/en/document-detail/asset/40189695>

## **3.7 RECORD KEEPING**

Each procurement activity will have its own separate file, folder, or dossier where records related only to the procurement in question are kept in properly coded chronological order. Documents related to other procurement projects must not be included in the procurement



record. It should be possible to review the entire historical record of the procurement in a logical and sequential manner at any time. The list of complete records to be retained in a file is referenced in the IFAD procurement handbook and as contained in Annex 2.

### **3.8 RESPONSE TO EMERGENCY AND DISASTER COMPONENT**

For fragile situations where shocks (for example: flooding, droughts, locust attacks) are highly probable, IFAD recommends including a response to emergency and disaster (RED) component. The objective of the RED component is to support IFAD projects to provide immediate and targeted support to the affected population, within IFAD's mandate and in support of the project development objectives. The SECAP review highlights South Sudan's high vulnerability to climate change, extreme weather events, and pest outbreaks. Predictions indicate that these challenges will continue to jeopardize livelihoods, food security, and the well-being of rural populations, including those dependent on agriculture and fisheries, in the coming years.

Procurement under the RED component will be in line with the IFAD Simplified Project Procurement Procedures for Fragile and Conflict Affected Situations guidelines.

Where the RED component is activated, the SPCU will be required to prepare a simplified procurement plan indicating the activities to be covered under RED. Upon IFAD ascent of the simplified PP, the activities will be uploaded into OPEN and thereafter implemented in line with applicable and approved procurement methods and timelines.

## **4 PROCUREMENT TRANSACTIONS – INSTITUTIONAL SETUP AND RACI**

### **4.1 DELEGATED PROCUREMENT RESPONSIBILITIES TO LOCAL ENTITIES**

Lead Implementing Agency (LIA) will be the Ministry of Agriculture and Food Security through its SPCU. The SPCU will be directly responsible for project procurement. A procurement committee of the MAFS will be responsible for the functions defined in provision 27 of the Public Procurement and Disposal Assets Act.

### **4.2 IMPLEMENTING PARTNERS**

Among the potential partners of SADEP will be State Ministries of Cooperatives and Rural development, Animal Resources and Fisheries and Agriculture, Forestry and Tourism as well as County Agricultural Directorate. All procurement activities for the partners in the project will be conducted by the SPCU.

### **4.3 ACCOUNTING FOR PROCUREMENT BY IMPLEMENTING PARTNERS**

Any small value procurements and procurements of operational expenditures undertaken by implementing entities will be subject to periodic reporting before replenishment of funding by the SPCU and in and line with the Financing covenants.

### **4.4 INSTITUTIONAL SETUP, ROLES, AND RESPONSIBILITIES**

#### **4.4.1 Evaluation Committees**

Each competitive procurement package will have an *ad hoc* Evaluation Committee comprising of members skilled in the subject matter at hand. Evaluation committee members should not be restricted to only SPCU members, to ensure sufficient skill mix; independent external members may also be used.

For all items above the prior review threshold, IFAD's No Objection on the solicitation documents will be required.

#### **4.4.2 Roles & Responsibilities, including TOR**

##### **A. Procurement Specialist**

1. **Procurement Specialist** – Reporting directly to the Programme Coordinator, the Procurement Specialist will be responsible for all procurement-related aspects under the Programme and for maintaining all procurement documentation in good order. The Procurement Specialist will be part of the Project Team working on the implementation of the project's activities. The specialist will be responsible for the specific procurement activities needed for project implementation and will provide leadership and guidance to all SPCU.
2. The role will be undertaken by the IFAD Project Procurement Specialist of SPCU.
3. **Duties and Responsibilities** – Under the direct supervision of the Project Coordinator, the Procurement Specialist will have the following duties and responsibilities:
  - Coordination of procurement of project requirements for the project, and partner institutions as appropriate.
  - Review and update the procurement section of the project PIM and initial 18-month procurement plan. The reviewed PIM should adequately provide for all internal procedures and milestones.
  - Installation of appropriate procurement systems and procedures for effective planning and monitoring of procurements under the Programme.
  - Communicate to all implementing entities and service providers their responsibilities and requirements with respect to procurement in keeping with prevailing Government practices which are acceptable to IFAD.
  - Oversee preparation and consolidation of inputs to the Annual Procurement Plan.
  - Ensure the timely and transparent procurement of goods, works and services as identified in the procurement plan and in accordance with the applicable rules and procedures.
  - Ensuring that procurement of goods, civil works and services are implemented in accordance with the provisions of the Loan Agreement, IFAD Procurement Guidelines, National Regulations and Project Implementation Manual.
  - Maintain all procurement records in a form appropriate for regular auditing.
  - Coordinate preparation of TORs for consultancy services and technical specifications for goods procurement, in conjunction with the relevant user Departments/Divisions.
  - Undertake local shopping for goods and services where this falls within the procurement guidelines.
  - Prepare request for bids in the required format and advertising or inviting bids from qualified (or pre-qualified) suppliers.
  - Advise selection of Evaluation Committees to have people with appropriate expertise, and support bid evaluation committees to undertake technical evaluation of bids or proposals for supply of goods and services.
  - Monitor implementation of contracts: report status and problems to the Programme Coordinator and intervene to address any problems upon request by the Programme Coordinator.
  - Initiate approval processes for progressive payments to contractors against the agreed milestones or outputs.
  - Maintain a register of approved suppliers for smaller items procured locally.
  - Prepare quarterly and annual reports of progress with implementation of the Procurement Plan, and regularly inform the Project Coordinator of problems and make proposals to overcome bottlenecks;
  - Develop simplified templates for procurement and solicitation documents for use in community level procurement; and
  - Carry out any other activities that are assigned by the Project Coordinator.
4. **Qualifications and Experience** – The ideal candidate must have a Masters degree in purchasing and supply, economics, finance, or law; or equivalent management qualification with significant training and practical experience in procurement within

Government programmes supported by international financial institutions. Other qualifications include:

- He/she will have a sound understanding of GoSS procurement guidelines and the protocols and procedures applying to internationally financed programmes and Projects in South Sudan;
- He/she would have at least 10 years of work experience in procurement and contracting, preferably including the donor-funded Projects/Programmes.
- Must possess advanced working knowledge and skills of MS Office (MS Word, MS Excel and MS Access); and

5. **Competencies** – The following are desirable competencies:

- Ability to work well in teams and to interact with a wide range of partners, including private sector and government representatives.
- Knowledge of work planning and reporting.
- Excellent analytical skills.
- Honest and Integrity.
- Strong written and oral communication skills in English; and
- Ability to work independently, with limited supervision.

#### **4.5 PROCUREMENT WITH COMMUNITY PARTICIPATION**

##### **4.5.1 Procurement Committees of the CDDC**

At the Community level, Community Driven Development Committees (CDDCs) will be expected to form procurement sub-committees. The sub-committees will work to assist the communities in the procurement of their requirements. The Procurement Sub-Committee will consist of three to five members as nominated within the CDDC. At least one third of the members shall be from either gender. The members of this committee are answerable to the CDDC. For any business to be conducted at least two thirds of the total members should be present and a representative of the beneficiary group for which the procurement is to be done.

##### **4.5.2 Responsibilities of the procurement sub committee**

- i. In charge of procurement planning of the communities as per the work-plan/budget.
- ii. Procuring goods, works, and services as per the work-plan/budget.
- iii. Quality assurance of the items procured.
- iv. Transport, distribution and delivery of the procured goods and services at the site (point of usage).
- v. Requesting, opening, and adjudication of bids and quotations.
- vi. Carry out procurement in line with the principles of economy, efficiency, equal opportunity, and transparency.
- vii. Ensure that all the procured goods, supplies and works will be handed over to the beneficiary groups.
- viii. Keep all the procurement related records.

##### **4.5.3 Procedures for Procuring, Goods, Works, and Services**

- i. The CDDC will raise requisitions for the supplies needed in carrying out project implementation.
- ii. The secretary of the Procurement Sub-committee will initiate the procurement process of the required items based on the approved work plan and budgets.
- iii. Procurement Sub-committee will convene a meeting to discuss, minute and prepare a list of items by quantity and types as per the approved work plan and

- procurement plan.
- iv. The procurement subcommittee shall ensure that technical specifications/ drawings and TORs are met for the goods, works and services to be procured.
  - v. The procurement sub-committee then selects the procurement method to be used for the goods, works or services. The methods applicable at the community level are:
    - Shopping (RFQ) for goods, works and non-consulting services;
    - Direct contracting;
    - Off the shelf purchases;
    - Community force account;
    - Local Competitive bidding for Goods and Works.
  - vi. The Management Committee/CDDCs then reviews the requests and endorses for procurement to proceed.
  - vii. The procurement sub-committee shall invite suppliers to bid for the goods, works and services to be purchased. By posting the RFQ in at least three (3) noticeable places (e.g. notice boards, public transport terminals, public markets, etc.) for a period of seven (7) calendar days.
  - viii. On the date specified in the RFQ, the quotations/bids received, will be opened by the procurement sub-committee in the presence of the community members and they will be serialized and filed.
  - ix. The Procurement Sub-committee will then meet to discuss and evaluate them and award the best as per the set criteria.
  - x. All suppliers are then informed in writing of the bid outcome.
  - xi. The beneficiary group is then advised of the decision taken, and when goods will be delivered.
  - xii. The procurement sub-committee procures goods/works and non-consulting services which shall be verified for quality and quantity by the CDDC (or a committee of the CDDC) before their receipt is acknowledged and recorded in the stock register. Once received Goods will be issued to the beneficiary group for project implementation.
  - xiii. A payment voucher will then be prepared and attached to the invoice, copy of LPO/LSO, delivery note, and a Beneficiary Procurement Certification Report. Payment will then be made using the name of the payee corresponding to the name appearing in the invoice and LPO/LSO.

#### 4.5.4 Procurement Methods

Applicable Methods under CDD procurement should be in line with the IFAD project Procurement Handbook and guidance of Model Q – Procurement with Community Participation. The following are a simplification and adoption of normally accepted procurement methods (primarily national competitive bidding, national shopping, and direct contracting) and their implementation through participation by the project’s beneficiary community or community institutions, either as procurement agents, implementing agencies, or contractors and suppliers of goods, works and related services:

1. Shopping (RFQ) for goods, works and non-consulting services
  2. Direct contracting
  3. Off the shelf purchases
  4. Community force account
  5. Local Competitive bidding for Goods and Works
- 1) Shopping (RFQ) for goods, works and non-consulting services
    - Under this procedure, quotations are obtained from at least three qualified suppliers, service providers or contractors on basis of simplified documents.
    - Where shopping for works, the documents describe the scope of the works, provide specifications and where possible include drawings.
    - To enhance efficiency and transparency, communities are advised to ensure that

- the request for and submission of quotations are in writing.
- Quotations should be opened at the same time and to the extent possible in the presence of community members.
  - Generally, the lowest responsive supplier or contractor should be awarded the contract.
- 2) Direct contracting/Single Sourcing
- Direct contracting enables a supplier or a contractor to be chosen without competition. This method is used when there is only one source available. Other justifications for direct contracting include emergency, the need to adopt certain technology, or a repeat order. The contract price agreed upon should be within local market rates.
  - Direct contracting requires prior approval of the CDDC before using it.
- 3) Off the shelf purchases/Low Value Purchases
- Off the shelf purchases are a form of direct contracting that is used when very low quantities and low overall value of goods or supplies are simply purchased “off the shelf” from an available retail outlet.
  - Prior approval of the CDDC is required before using this method.
- 4) Community force account
- Under a community force account, the community implements the subprojects using its own resources (skilled and unskilled labor, materials, equipment).
  - This approach injects funds into the community (e.g., through the payment of wages and materials).
- 5) Local Competitive Bidding (LCB) for Goods and works
- LCB allows competition to enhance economy, fairness and equal opportunity to suppliers and contractors. It is limited to local advertising using such media as local newspaper or Local radio stations, posting notices at strategic places, circulating such notices, or reading them out in community meetings or other public gatherings.
  - Bids are opened in a public ceremony.
  - The bids are evaluated by a committee appointed by the community through the CDDC.
  - The award and amount of the contract should be announced to all bidders.

#### 4.5.4 Thresholds for Community Procurement Methods

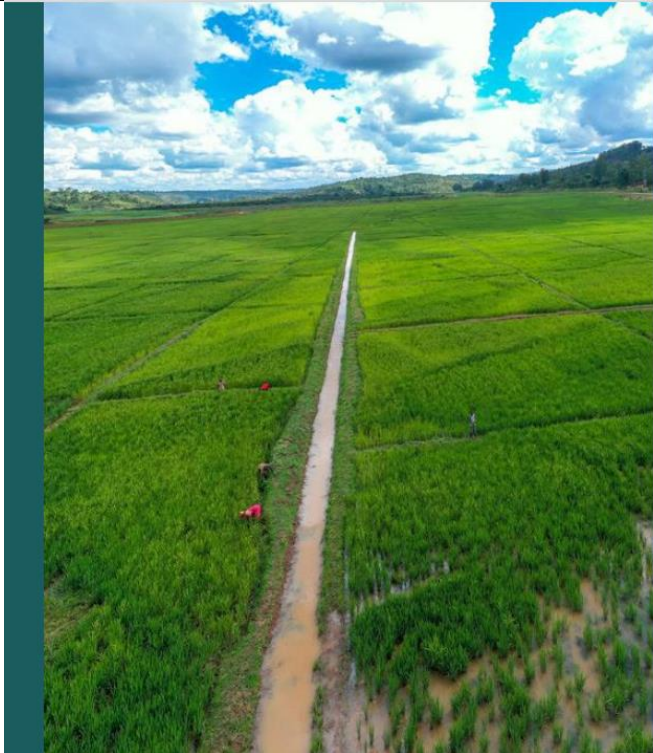
AMOUNT (USD)	PROCUREMENT METHOD	RESPONSIBILITY	APPROVAL LEVEL
<500	Off the shelf	Procurement committee Sub-	CDDC
<= 20,000	RFQ	Procurement committee Sub-	CDDC
>20,000 <=70,000	LCB	Procurement committee Sub-	CDDC
<= 20,000 (similar to RFQ threshold)	Community force account	Procurement committee Sub-	CDDC

## ANNEX 1: PROCUREMENT RECORDS AND FILES

<b>Document</b>	<b>Preferred Format</b>
(i) a copy of the published REOI advertisement or shortlist (if applicable) *	Hard copy
(ii) a copy of the published pre-qualification and bidding documents and any amendments, extensions or clarifications requested and issued*	Hard copy
(iii) a record of the tender opening, signed by all TEC members and the bidders present	Hard copy
(iv) a full copy of each bid received and evaluated, plus clarifications requested and responses received	Hard copy
(v) a copy of the evaluation report*	Hard copy
(vi) signed minutes of all meetings related to the procurement, including pre-bid and negotiation meetings, when held	Hard or soft copy
(vii) a contract award notice*	Hard copy
(viii) any letter of tender acceptance to the supplier, contractor or consultant*	Hard copy
(ix) the signed contract document and contract acceptance*	Hard copy
(x) any contract amendments*	Hard copy
(xi) all contractual correspondence between the procuring entity and a supplier, contractor or consultant	Hard or soft copy
(xii) post-contract documents related to the fulfilment of contract obligations, especially photocopies of bank guarantees or payment guarantees	Hard copy
(xiii) signed minutes of any meetings related to contract management, including contract progress or review meetings	Hard copy
(xiv) signed delivery documents evidencing delivery of supplies, or signed completion certificates related to a contract for services or works under the contract, including any contract delivery records	Hard copy
(xv) a copy of all invoices for works, services or supplies, including working papers verifying the accuracy of payments claimed and details of the actual payment authorized	Hard copy
(xvi) a copy of cumulative payment worksheets/records evidencing management of all payments made	Soft copy
(xvii) all decisions of the concerned borrower's approval authority related to the procurement, including the approval of the bidding documents, the approval of the evaluation report(s), the contract award, the approval of contract documents and contract amendments and any decision to suspend or cancel procurement proceedings	Hard copy
(xviii) a copy of any claims made by the procuring entity with respect to any warranty, non-warranty, short supply, damage and other claims against the contracted vendor or the procuring entity	Hard or soft copy
(xix) in the case of IFAD prior review, all submissions and correspondence related to the seeking of IFAD's no objection (NO) and a copy of the respective IFAD NO letter	Hard or soft copy
(xx) any other communications related to the procurement in question, including internal entity correspondence	Hard or soft copy

\* Ideally, drafts of these published documents and reports should also be retained for completeness and to provide a full picture of how the published document evolved. It is accepted, however, that in the case of space limitations, this is not always feasible in practice.

**ANNEX 2: GUIDANCE ON USING THE PROCUREMENT PLAN**



## IFAD OPEN –Project Procurement End-to-End System

HOW TO VIEW PROCUREMENT PLANS AND RELATED FUNCTIONS, INCLUDING THRESHOLDS

USER TYPE: Procurement officer/assistant  
(Other user profiles will only have viewing rights)

Quick card developed by  ITC  
International Training Centre

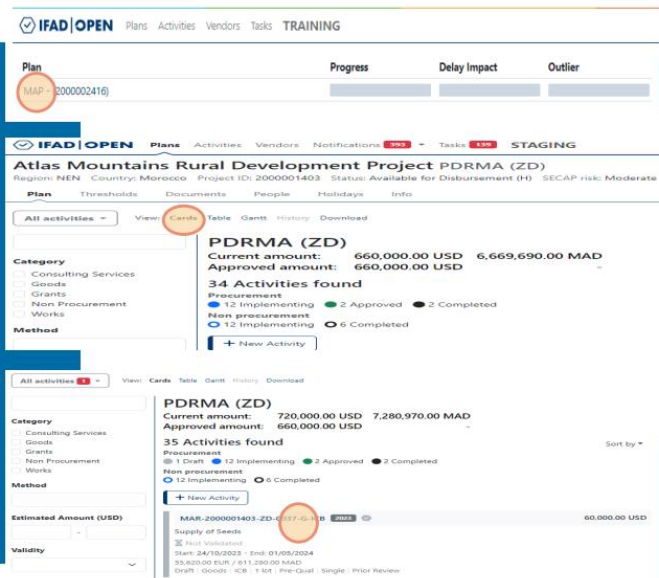
## WHAT DOES THIS QUICK CARD COVER?

- [Card](#) view of the PP
- [Table](#) view of the PP
- [Gantt](#) chart view of the PP
- [Download](#) a Procurement Plan
- [Thresholds](#) views
- [People](#)
- [Holidays](#)
- [Info](#)

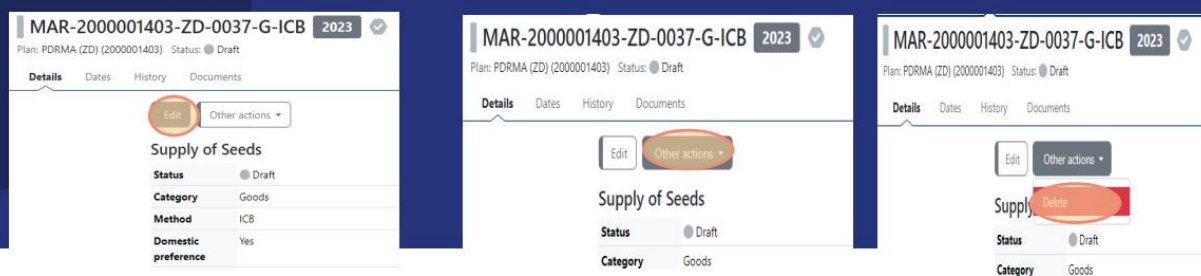
2

## DISPLAY OF THE PROCUREMENT PLAN IN CARDS VIEW

1. Click the title of the procurement plan. For example "MAP - (2000002416)"
2. The system will display by default the **Cards view**
3. In the Cards view, you can click on activities to see their details and edit/delete them if necessary.

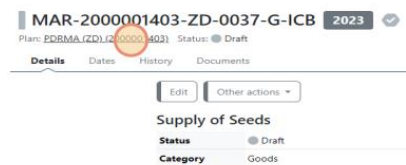


## EDIT AND DELETE AN ACTIVITY FROM CARDS VIEW



When clicking on an activity from the Procurement Plan, the system will display all the activity details. From this view, you can access both the "Edit" and the "Other actions" buttons.

- Click on the title of the Plan to go back to the cards view.





# CARDS VIEW EXAMPLES

Activities' list in cards view

Selected activity details in cards view

IFAD OPEN Atlas Mountains Rural Development Project PDRMA (ZD)

Region: NEV Country: Morocco Project ID: 2000001403 Status: Available for Disbursement (4) SFCAP Risk: Moderate

Plan Thresholds Documents People Holidays Info

All activities 1 View: Cards Table Gantt History Download

PDRMA (ZD)  
Current amount: 720,000.00 USD 7,280,970.00 MAD  
Approved amount: 660,000.00 USD

35 Activities found

Sort by:

Category: Consulting Services, Goods, Grants, Non Procurement, Works  
Method: [Filter]  
Estimated Amount (USD): [Filter]

Validity: [Filter]

Supply of Seeds  
Status: @ Draft  
Category: Goods  
Method: ICB  
Domestic preference: Yes  
Qualification: Pre-Qual  
Envelope: Single  
Review Type: Prior Review  
Estimated Amount: 60,000.00 USD (55,620.00 EUR / 611,280.00 MAD)  
AWPB Ref. Number: 101  
Sources of Financing: 2000001644 - IFAD KfW Loans (100%)

Contractual Arrangement: Supplier Contract  
Project Area: [Filter]  
Tags: [Filter]  
Non consulting: No  
Created at: 19/12/2023 11:35  
Last action date: 19/12/2023 11:35

Plan Thresholds Documents People Holidays Info

All activities 1 View: Cards Table Gantt History Download

PDRMA (ZD)  
Current amount: 720,000.00 USD 7,280,970.00 MAD  
Approved amount: 660,000.00 USD

35 Activities found

Sort by:

Category: Consulting Services, Goods, Grants, Non Procurement, Works  
Method: [Filter]  
Estimated Amount (USD): [Filter]

Validity: [Filter]

Supply of Seeds  
Status: @ Draft  
Category: Goods  
Method: ICB  
Domestic preference: Yes  
Qualification: Pre-Qual  
Envelope: Single  
Review Type: Prior Review  
Estimated Amount: 60,000.00 USD (55,620.00 EUR / 611,280.00 MAD)  
AWPB Ref. Number: 101  
Sources of Financing: 2000001644 - IFAD KfW Loans (100%)

You can use the filter function to view only the activities that respond to specific criteria.

You can filter activities by category, method, estimated amount, contractual arrangements, tags etc.

For example, by ticking the filter "**Goods**", the system will display only activities in the goods category.

Plan Thresholds Documents People Holidays Info

All activities 1 View: Cards Table Gantt History Download

PDRMA (ZD)  
Current amount: 720,000.00 USD 7,280,970.00 MAD  
Approved amount: 660,000.00 USD

35 Activities found

Sort by:

Category: Consulting Services, Goods, Grants, Non Procurement, Works  
Method: [Filter]  
Estimated Amount (USD): [Filter]

Validity: [Filter]

Supply of Seeds  
Status: @ Draft  
Category: Goods  
Method: ICB  
Domestic preference: Yes  
Qualification: Pre-Qual  
Envelope: Single  
Review Type: Prior Review  
Estimated Amount: 60,000.00 USD (55,620.00 EUR / 611,280.00 MAD)  
AWPB Ref. Number: 101  
Sources of Financing: 2000001644 - IFAD KfW Loans (100%)



The **Time Machine** function is also available in the "Cards" view. To see the "Time Machine" function explained, please refer to Quick Card 1.

# DISPLAY OF THE PROCUREMENT PLAN IN TABLE VIEW

To display the table view, Click "Table"

The system will show the activities in a table format with an extensive view

**Atlas Mountains Rural Development Project PDRMA (ZD)**  
 Region: NEM Country: Morocco Project ID: 2000001403 Status: Available for Disbursement (H) SECAP risk: Moderate

**35 Activities found**

Reference number	Title	Method	Estimated Amount	Submission of Pre-qualification Docs	No-Objection	Pre-qualification Invitation	Pre-qualification Closing	Submission of Pre-qualification Report	No-Objection	Submission of Bid Documents	No-Objection
MAR-2000001403-ZD-0070-G-ICB	Supply of Laptops and Printers	ICB	70,000.00 USD	18/18/2023	17/18/2023	23/18/2023	22/11/2023	06/12/2023	13/12/2023	29/12/2023	05/01/2024
MAR-2000001403-ZD-0069-G-ICB	supply of medical kits	ICB	10,000.00 USD	06/12/2023		08/12/2023	06/01/2024	23/01/2024	13/01/2024	06/02/2024	06/02/2024
MAR-2000001403-ZD-0068-G-ICB	Supply of Tractors	ICB	60,000.00 USD	17/18/2023	24/18/2023	30/18/2023	29/11/2023	13/12/2023	28/12/2023	05/01/2024	12/01/2024
MAR-2000001403-ZD-0067-G-ICB	test	ICB	70,000.00 USD	22/12/2023	29/12/2023	26/12/2023	23/01/2024	05/01/2024	12/01/2024	30/01/2024	06/02/2024
MAR-2000001403-ZD-0057-G-ICB	lots	ICB	90,000.00 USD	17/18/2023	19/18/2023	19/18/2023	04/01/2024	15/12/2023	18/12/2023	18/12/2023	
MAR-2000001403-ZD-0060-G-ICB	Supply of Tools	ICB	80,000.00 USD	13/06/2023	15/06/2023	04/06/2023	04/06/2024	15/12/2023	11/12/2023	11/12/2023	
MAR-2000001403-ZD-0066-G-ICB	lots	ICB	20,000.00 USD	08/12/2023	08/12/2023	09/01/2024	23/01/2024	06/02/2024	06/02/2024	06/02/2024	
MAR-2000001403-ZD-0065-G-ICB	lots	ICB	70,000.00 USD	08/12/2023	11/12/2023	10/12/2023	18/01/2024	01/02/2024	06/02/2024	26/02/2024	04/03/2024
MAR-2000001403-ZD-0064-G-ICB	tools	ICB	20,000.00 USD	01/12/2023	01/12/2023	08/01/2024	22/12/2023				

**Consulting Services**

Reference number	Title	Procurement Method	Estimated Amount	Submission of ROI & Terms of Reference	No-Objection	EOI Submission Deadline	Submission of Shortlist Report	No-Objection	Submission of RFP	No-Objection	RFP Launch	Proposal Submission Deadline & Opening	Submission of Terms of Reference	No-Objection	
MDV-2000002416-0012-CS-S55/IC	Technical Support M&E	S55/IC	30,000.00 USD	This activity has not been planned yet											
MDV-2000002416-0009-CS-QCBS	Baseline and Impact Assessment study	QCBS	80,000.00 USD	22/09/2023		26/09/2023	18/18/2023	24/18/2023	30/18/2023		01/11/2023	18/12/2023			

All the information available is consultable by moving the spacer along the timeline of the activities.

In this view, you are able to see one procurement category at a time. To move from one category to another use the menu on the left side of the screen.

**Plan** Thresholds Documents People

All activities 1 View: Cards Table

- Consulting Services
- Goods
- Grants
- Works

When clicking on an activity title, you will be able to access/edit/delete it.

# DISPLAY OF THE PROCUREMENT PLAN IN GANTT VIEW

To display the **Gantt chart** view, click "Gantt"

The system will display the activities in a timeline composed of a bar chart for each item

This view modality highlights how many activities will be taking place at the same time.

9

# FEATURES OF THE GANTT VIEW

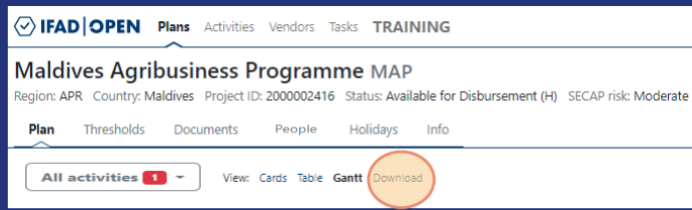
- The **length** of each rectangle corresponds to the duration in the planned timeline.
- The **arrows** in the timeline indicate *linked activities*.
- When clicking on an activity title, you will be able to access/edit/delete it.

\*Refresh the process of linking activities in **Quick Card N.2**

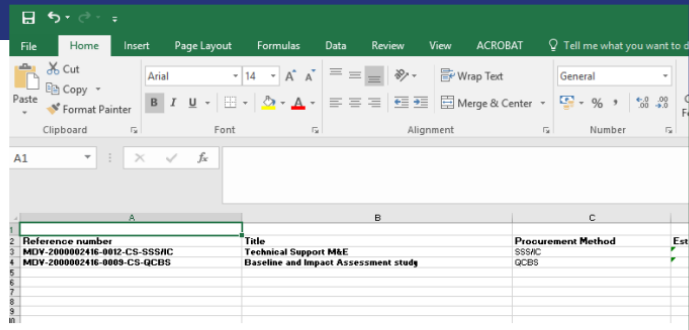
10

# DOWNLOAD A PROCUREMENT PLAN

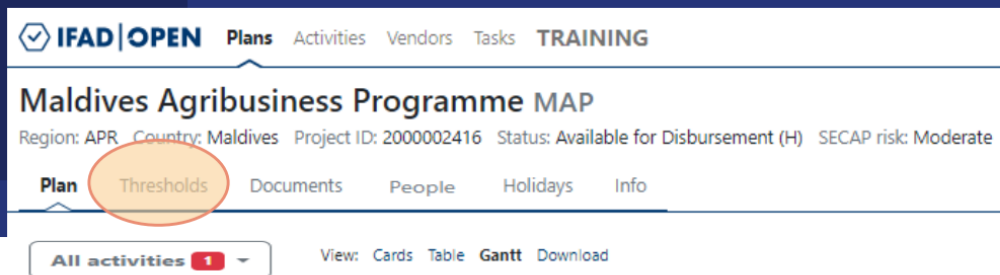
To download a procurement plan, click "Download"



An excel file will be downloaded on your computer containing all the plan activities information



# Thresholds



Click the "Thresholds" tab (next to the "Plan" tab) to see the procurement thresholds that apply to a specific project.

## VISUALISE PROCUREMENT THRESHOLDS

Project users can visualise:

### 1) Prior Review Thresholds

Procurement Method	Prior Review Threshold
<b>Works and related Non-consulting Services</b>	
ICB International Competitive Bidding	Activity estimated amount is greater than or equal to 200,000.00 USD
NCB National Competitive Bidding	Activity estimated amount is greater than or equal to 200,000.00 USD
NS National Shopping	First 4 activities of any amount Activity estimated amount is greater than or equal to 200,000.00 USD

### 2) Procurement Methods Thresholds

Procurement Method	Procurement Method Threshold
<b>Works and related Non-consulting Services</b>	
ICB International Competitive Bidding	Always Allowed Domestic preference
NCB National Competitive Bidding	Activity estimated amount is less than (<) 700,000.00 USD Allow justification
NS	Activity estimated amount is

### 3) Shortlist Thresholds

Methods	Shortlist Threshold
QBS, QCBS, CQS, FBS, ICS, LCS	Shortlist required for activities with amount greater than or equal to 60,000.00 USD

### 4) International Advertisement Thresholds

Procurement Category	International Advertisement Threshold
Consulting Services and related Non-consulting Services	Activity estimated amount is greater than or equal to 300,000.00 USD Excluded Procurement Methods: CQS, SSS/IC, Sec. Proc, SSS

### 5) Beneficiary Type Thresholds

Category	Beneficiary Type Threshold
Grants	Activity estimated amount is greater than or equal to: 5,000.00 USD
	Beneficiary Type: Small Organization Activity estimated amount is greater than or equal to: 6,000.00 USD
	Beneficiary Type: Large Organization Activity estimated amount is greater than or equal to: 8,000.00 USD


6) Approvals and version details linked to the plan and specifically, the SPO clearance and Country Director approvals along with the current status, version number, name of the creator and date of creation

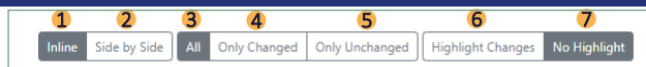
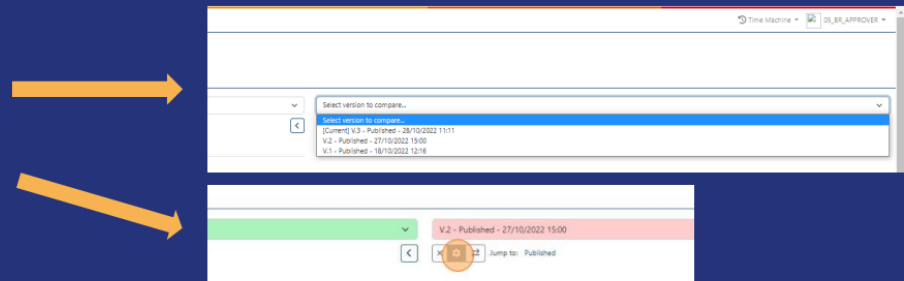
Approvals	
Procurement Specialist	✓ Cleared by [Avatar] Shankar Achuthan Kutty at 28/10/2022 11:11
Country Director	✓ Approved by [Avatar] Armod Hameleers at 28/10/2022 11:11

Version Details	
Status	Published - Current published version
Version Number	3
Created by	[Avatar] Armod Hameleers
Created at	28/10/2022 11:11

13

## COMPARING THRESHOLDS WITH PREVIOUS VERSIONS

- 1) Click the top-right dropdown and select the previous version you wish to compare with the current one.
- 2) Click the icon  to display the menu



1. Default visualisation: "Inline"
2. Click "Side by Side" to visualize one version next to the other.
3. Default visualisation "All"
4. Click "Only Changed" to display only the new changes that have been made since the selected old version.
5. Click "Only Unchanged" if you want to display only the unchanged elements of the two versions.
6. Click "Highlight Changes" to visualize all the changes highlighted in the list.
7. Click "No Highlight" to remove all highlighter effects from the view.

14

## PEOPLE

To access the list of users assigned to a specific project, click the "People" tab.

They are divided into:

- Project and Country team and,
- IFAD Team

For each person, the system will display the following information:

- Name, Job title and role

! "Implementing Partner" indicates whether the user belongs to a specific implementing partner assigned to the project.

Once added in the system, implementing partners are able to insert activities into the procurement plan they are involved in. They can only view the activities they have inserted and not those created by other users. Instead, the procurement officer will be able to view all the listed activities but will not be able to edit the activities created by the implementing partner.

## HOLIDAYS

1. To set up your holidays, click on the "Holidays" tab.
2. To start creating holidays, click on «Create holiday calendar» button.
3. Click on the «Add» button to add a holiday. Fill in the holiday name and date then click on «Save» to proceed.
4. In case you want to add more holidays, click on the «Add» button again. To delete a holiday, click on the «Delete» button.

## HOLIDAYS

1. Once the holidays are created and saved, click on "Publish" to publish the holidays in the system for these to take effect in the activities dates planning.
2. Compare feature is also available allowing you to compare different published holiday versions enabling to easily track the changes.

The screenshot shows the 'HOLIDAYS' management interface. At the top, there's a navigation bar with 'IFAD | OPEN' and various menu items. Below that, the project name 'Smallholder Agricultural Competitiveness Project SACP (TEST)' is displayed. The 'Holidays' tab is active. A 'Draft successfully updated' message is shown. The 'Draft Holidays Calendar' section has a 'Publish' button circled in red. Below, there's a table of '2023 Holidays' with columns for Name and Date. A 'Compare' feature is visible, showing two versions of the holiday list side-by-side, with the 'Compare' button also circled in red.

17

## INFO TAB

The screenshot shows the 'INFO TAB' for the 'Atlas Mountains Rural Development Project PDRMA'. The 'Info' tab is selected and circled in red. Below the navigation bar, there's an 'Edit' button and a 'Logo' field containing the 'project' logo. A table lists project details:

<b>Email</b>	author.10@ext.example.org
<b>Procuring Entity</b>	Project Management Unit
<b>Contact Name</b>	Author 10
<b>Time Zone</b>	(GMT+01:00) Rome
<b>Sources of Financing</b>	2000001644 - IFAD KfW Loan 2000001646 - IFAD Grant National Government Beneficiaries

Click the "Info" tab to access the information linked to the project.

Here you can find:

- The logo
- The custom suffix
- The name and the email address of the PMU
- The PMU contact name
- The PMU Time Zone
- The sources of financing

18

! These fields can be inserted only by the Senior Procurement Officer and can be amended only once.

**ANNEX 3: GUIDANCE ON USING THE CONTRACT MONITORING TOOL**

# IFAD Client Portal

## Project Procurement

### Contract Monitoring Tool

#### Overview

The contract monitoring area is where you can enter contract data, update and amend it. You can also access the Report section to have an overview of the overall implementation of contracts and to identify any issues with project implementation.

Enter a contract and then, as it progresses through implementation, update the key information of the contract:

- Status of the contract;
- Percentage of physical implementation
- How much has been paid against the contract
- How much has been claimed on WAs for the contract
- An evaluation of the quality of the performance of the contractor.

The data inserted in the contracts have to be confirmed at the end of each quarter, then quarter is closed off and it enables comparison progress reports to be generated.



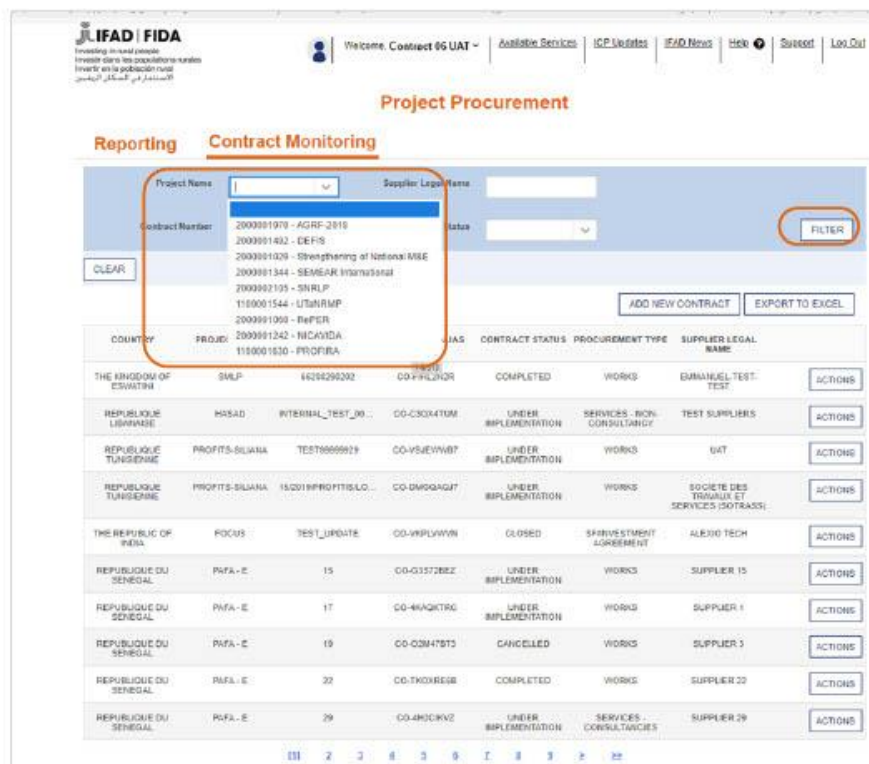


## Accessing Contract Monitoring

Access the ICP Home Page, expand the sidebar menu and click on “Operations”, then on Project Procurement Contract Monitoring Tool. By default the page will open on Reporting, click on Contract Monitoring in order to enter a new contract or view an existing contract.



If you only have access to one project this will be defaulted in the different parameters. If you have access to more than one project you can select it directly in the Project name field. Alternatively, you can look for a contract number, supplier name or contract status. The clear button is used to remove all the filters and the list produced can be exported to excel to review the information on contracts.



## 1. Enter New Contract

If you want to create a New Contract click on **Add New Contract**, and the page below will open up. Select the **Project** that you are working on and enter the data. All of the mandatory data fields (marked with an asterisk) have to be updated. To complete your action click on **Save**. Any contract or Purchase Order (POs) that is a product of a procurement process should be entered in the CMT independent of its value.

All contracts with a new start date, signature and end date, should be entered in the system as new contracts.

An explanation of each of the fields is provided below:

### Basic Data

<b>Contract number</b>	Unique number which you assigned to the contract
<b>Date of signature of Contract</b>	Date in which the contract is originally signed.
<b>Supplier Legal name</b>	Name of the supplier from your systems
<b>Supplier registration number</b>	Insert the registration number of the supplier that is a unique number enabling a supplier have an occupational licensure and be registered within the national systems.
<b>AWPB Reference</b>	Insert the Annual Work Plan and Budget Reference Number
<b>Procurement Plan Reference Number</b>	Insert the procurement plan reference number

### Procurement Information

<b>Procurement Type</b>	A drop down list of the main procurement categories used by IFAD project. Not all contracts are procured or sourced using standard procurement methods, as such several broad categories based on common practices have been established. For more information, refer to the glossary of terms.
<b>Method of Procurement</b>	This is dependent on the Procurement Type and thus can only be completed once
<b>Country of origin</b>	Country in which the supplier is registered
<b>Defined at Design</b>	Select yes if the method of procurement was defined at design and No if not.
<b>Prior/Post review</b>	Select "Prior Review" if the activity was subject to IFAD's No Objection. Select "Post Review" if the activity was not subject of IFAD's No Objection. To be indicated for all contracts even if not financed by IFAD
<b>No objection number</b>	If a no-objection has been issued through NOTUS for the contract you are inserting, a number will have been allocated to the NO from NOTUS.

**Individual Contract Data**

<b>Start date of the Contract</b>	The first time you enter contract data, insert the date that the contract is expected to start. Once it has commenced, you can update this field with the correct date.
<b>End date of Contract</b>	This is when a contract is expected to be concluded. The contract may include a date beyond which implementation should be completed. Alternately the contract may have a duration. Make sure that the end date of the contract is in line with the start date. Please note: In case the end date of contract is officially revised (e.g. in case of an extension to the contract), please use the amendment section to register this information.
<b>Currency of Contract</b>	Select the currency of the contract
<b>Contract Amount</b>	Include the full amount of the contract
<b>For IFAD financing</b>	Select Yes or No
<b>Add Source of financing</b>	Select the source of financing from a drop down list and indicate the percentage that the contract is funded by the financing. You can select more than one source and you do not need to only include IFAD financings. Please note the percentage of different sources of financing must add up to 100%. Please note that you cannot enter percentages with decimals: kindly round up the total amounts so that decimals are not included in the split and ensure that the total adds up to 100%.
<b>Contract Description</b>	Provide a description of the contract you are inserting

### Contract Performance

Contract performance

Contract Status	Contract performance evaluation
Percentage of Financial Completion	Amount paid on Contract *
Percentage of Physical Completion	Amount Already claimed on contract under WA
	Amount planned to be claimed under WA in the current calendar year
	Total amount remaining to be claimed on contract
Advance Payment Y/N *	Financial Security For Advance Payment Provided *
Advance Payment Percentage *	Amount of Financial Security Provided

Risk Flag

<b>Contract Status</b>	When you generate a new contract, the Contract Status is automatically populated with the contract status <b>Not Started</b> . You are able to select a contract status immediately by choosing one from the dropdown menu. For more information on the status refer to section below 'Contract Status'
<b>Contract performance evaluation</b>	This area can be used to evaluate the performance of the contract and/or supplier and can be changed during the life of the contract. The available options are: 5 – Exceeded expectations; 4 – Meets expectations; 3 – Below expectations; 2 – Failure to perform; 1 – Do not re-engage.
<b>Percentage of Financial completion</b>	This is automatically calculated as the Amount Paid on contract divided by the total amount of the contract (considering also any amendments).
<b>Amount Paid on Contract</b>	It is the amount paid on a contract.
<b>Percentage of physical completion</b>	This is an estimate, in percentage terms, of the progress in the implementation of the contract. It represents how much of the contract has been implemented.
<b>Amount already claimed on contract under WA</b>	In this field you insert the amount of money already presented in Withdrawal Applications for this contract.
<b>Amount planned to be claimed under WA in the current calendar year</b>	In this field you insert the amount planned to be claimed under Withdrawal Applications (WA) in the current calendar year for this contract. This should include all amounts to be claimed from IFAD whether or not the financing comes directly from IFAD or not (i.e.to include OFID funded financings).
<b>Total amount remaining to be claimed on contract</b>	This field displays the amount remaining to be claimed in Withdrawal Applications (WA) against the contract and is calculated automatically by the system.
<b>Advance Payment Y/N</b>	This is where you indicate if the contract has an advance payment or not. Select Yes or No
<b>Advance Payment Percentage</b>	This is where you indicate the percentage amount of the advance payment (if any) and is only available if you select Yes in the field above.
<b>Financial Security For Advance Payment Provided</b>	This where you indicate if the supplier/contractor provided a financial security for the advance payment (if any). Select Yes or No.
<b>Amount of Financial Security provided</b>	This where you indicate the amount the supplier/contractor provided as a financial security for the advance payment (if any) and is only available if you select Yes in the field above

## Contract Status

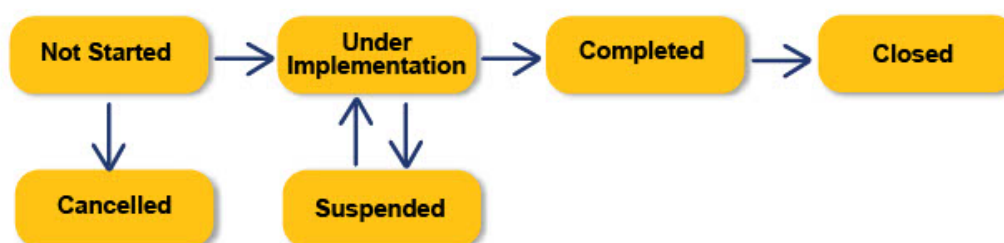
Not started
Under Implementation
Suspended
Cancelled
Completed
Closed

If contract implementation has not begun, you will need to select **Not Started**. Once the contract implementation commences or has already started, you will need to select the contract status **Under Implementation**. If there is a problem with the contract and it is cancelled, you select the contract status **Cancelled**. Please note that this status should only be used where there has been no implementation and no payments made under the contract.

Whilst a contract is **Under implementation** it may be necessary to suspend the implementation of the contract, for example due to force majeure. Where this happens, the status can be changed to **Suspended** and back to **Under Implementation** once the suspension has been lifted.

Once the contract has been implemented and all goods have been delivered or services rendered, the contract status can be moved to **Completed**. Change the status to **Closed** once all the final payments have been made, any performance bonds or guarantees have been paid and when all amounts have been claimed on WAs

The diagram below gives an overview of the contract statuses:



Risk Flag  
 Comment:

## Risk Flag

Tick the **Risk Flag** box in case you identify high risk in the contract project. The aspects that define a high risk contract can be the following:

- A complex contract, with many deliverables.
- The contract implementation is to be developed in a low-security geographical area.
- In the past the project didn't succeed, there was a negative experience, the implementation didn't go as previously planned.

Remember: After ticking the box, you must enter a comment in the **comments** field. Please note, every time you change the contract you have to justify the Risk Flag, by writing in the comment box.

Once the above data has been entered you can save the contract.

All information entered can be updated at any point if you notice the presence of inaccuracies.

Click on **Save** to save your new contract, or click on **Cancel** to exit without changes.

## 2. Update a Contract

You can update the data of your contract at any point. In the Contract Monitoring page insert the details of the contract you are looking for (you can also leave them blank) then click on Filter. Click on the Actions button of the contract you intend to update, then click on Update Contract.

The screenshot shows the 'Contract Monitoring' section of a web application. At the top, there are search filters for 'Project Name', 'Supplier Name', 'Contract Number', and 'Contract Status', with a 'FILTER' button. Below the filters are 'ADD NEW CONTRACT' and 'EXPORT TO EXCEL' buttons. A table lists contracts with columns: COUNTRY, PROJECT NAME, CONTRACT NUMBER, CONTRACT ALIAS, CONTRACT STATUS, DESCRIPTION, and SUPPLIER NAME. Two contracts are visible: one for 'THE REPUBLIC OF THE SUDAN' and another for 'THE UNITED ARAB EMIRATES'. The 'ACTIONS' button for the second contract is circled in orange. Below the table, there are three buttons: 'View Contract', 'Update Contract' (circled in orange), and 'Contract Amendment'.

The contract is open, you can modify all the fields in the following sections: Basic Data, Procurement Information, Individual contract data and also Contract Performance, whose fields are explained above.

## 3. Delete a contract

Whenever a contract is erroneously entered and saved in the list of your contracts, it is possible to delete it. By clicking on the Update Contract function seen above and scrolling to the bottom of the page, it will be possible to click on delete. The contract will be permanently deleted and will no longer appear in the contract list.

The screenshot shows a confirmation form for deleting a contract. It includes a 'Risk Flag' checkbox, a 'Comment:' label, and a large text area for input. At the bottom right, there are three buttons: 'SAVE', 'DELETE' (circled in orange), and 'CANCEL'.

#### 4. Confirm Quarter End Data

As your contract progresses through its life-cycle and at least once per quarter, you should review the contract and make sure the contract performance information is up to date.

You will need to change the status of the contract, insert the percentage of physical completion, the amount paid on the contract and the amount on the contract claimed in Withdrawal Applications. You can also rate the overall performance of the supplier on the contract. You can see an explanation of each field above, in the Contract Performance paragraph above.

There is no approval required of the data.

One week before the end of the quarter, the user will receive a notification inviting them to confirm that the data is up to date:

*"There is one week to the end of the quarter. Please review the contract data and make sure it is up to date for the quarterly close. Once you have made all changes, you can confirm the validity of the data".*

The user will have the option to update or amend the data or confirm that it is correct. Once the user confirms, the information is date-stamped as being data valid for the end of the quarter. It will also be possible to confirm the information until one week after the end of the quarter.

If the data is not confirmed for the quarterly close, the user will receive reminder notifications every week: *"Please note that the contract data for the quarter ending {month-year} has not been confirmed. Please review the contract data and confirm the validity for the quarter close"*

It is not necessary to go through every contract, but make sure to review the most significant ones.

#### 5. Contract Amendment

A **Contract Amendment** is a formal record of changes into the contract. You can make as many amendments as you want, and the system will keep track of the date the amendment was made, the original data and the new data.

The screenshot shows a web interface for 'Contract Monitoring'. At the top, there are search filters for Project Name, Supplier Name, Contract Number, and Contract Status, along with a FILTER button and a CLEAR button. Below the filters are buttons for 'ADD NEW CONTRACT' and 'EXPORT TO EXCEL'. A table lists contracts with columns: COUNTRY, PROJECT NAME, CONTRACT NUMBER, CONTRACT ALIAS, CONTRACT STATUS, DESCRIPTION, and SUPPLIER NAME. Two rows are visible: one for 'THE REPUBLIC OF THE SUDAN' and one for 'THE UNITED ARAB EMIRATES'. Each row has an 'ACTIONS' button. Below the table, there are three buttons: 'View Contract', 'Update Contract', and 'Contract Amendment', with the last one circled in red. A red line connects the circled 'Contract Amendment' button to the 'ACTIONS' button in the table row for 'THE UNITED ARAB EMIRATES'.

COUNTRY	PROJECT NAME	CONTRACT NUMBER	CONTRACT ALIAS	CONTRACT STATUS	DESCRIPTION	SUPPLIER NAME	ACTIONS
THE REPUBLIC OF THE SUDAN	IMDP	SUDAN74	GO-PZSUVG3B	NOT STARTED	WORKS	SUDAN LTD	ACTIONS
THE UNITED ARAB EMIRATES	IMPROVE AGRIC PRODUCTIVITY	4	CO-H8CQ3RZ	COMPLETED	SERVICES - CONSULTANCIES	GLAYZE	ACTIONS

From the contract list, click on **Actions** then click on **Contract Amendment**.

The amendment page is now open. The fields which can be amended are: End date of contract and Amount, Pre/Post Review and Currency. Once the action is complete click on **Save**. The excel export will show only revised cumulative amounts under the column Amended Amount.  
 The current contract amount will already be pre-populated with the original contract amount. In the additional amount you will need to insert the additional contract amount and the system will automatically calculate the Total Revised Contract Amount. You will also need to select a Revised End Date.

The screenshot shows a web-based form for contract amendment. At the top, there are two dropdown menus: 'Contract Status' set to 'Under Implementation' and 'Pre/Post Review' set to 'Post'. Below these are input fields for 'Revised End date' (06-Jul-2021) and 'Currency' (USD). A summary table shows 'Current Contract Amount' as 750,000.00, 'Additional Amount' as 250,000.00, and 'Total Revised Contract Amount' as 1,000,000.00. There is a large text area for 'Comments'. Below the comments is a 'Contract performance' section with a '+' sign, a 'Risk Flag' checkbox, and a 'Comment:' text area. At the bottom right, there are 'SAVE' and 'BACK' buttons.

Once the action is complete click on **Save**. The excel export will show only revised cumulative amounts under the column Amended Amount.



## ANNEX 4: GUIDANCE ON USING OPEN

IFAD has developed a new online system that would automate and manage procurement reporting throughout the procurement cycle (“from end to end”) – that is, from procurement planning to contract management. The new Online Procurement End-to-End System - or IFAD OPEN - has been launched.

IFAD OPEN increases the efficiency of procurement teams by automating what were once manual processes and bringing together previously fragmented IT systems and offline templates. **The system incorporates built-in guidance for users** on how to conduct each procurement activity from start to finish and increases the transparency and efficiency over the procurement processes of IFAD-financed projects.

IFAD will provide periodic training and hands-on engagements to enhance the use of the IFAD OPEN during implementation stage.

IFAD OPEN guidelines consist of the following documents that are available in the IFAD Client Portal (ICP):

- [Online Procurement End-to-End - QC1 - System Overview](#)
- [Online Procurement End-to-End - QC2 - Managing activities](#)
- [Online Procurement End-to-End - QC3 - Procurement Plan Views](#)
- [Online Procurement End-to-End - QC4 - Managing Documents](#)
- [Online Procurement End-to-End - QC6 - Managing Activities and Submission of PP for NO](#)
- [Online Procurement End-to-End - QC8 - Consulting Services - Implementation](#)
- [Online Procurement End-to-End - QC10 - Goods - Implementation](#)
- [Online Procurement End-to-End - QC12 - Works - Implementation](#)
- [Online Procurement End-to-End - QC14 - Grants - Implementation](#)

## ANNEX 5: VENDOR ASSESSMENT FORM

### SUPPLIER EVALUATION FORM

Use this form to evaluate the overall performance of vendors you are currently working with or plan to work with. Include all information associated with the vendor. Then, apply a strength factor, 5 being the strongest, to each item you evaluate. Total each column once you conclude the evaluation. Add up the columns to arrive at a total. Compare that total against the totals of similar vendors to gauge the vendor's performance.

#### A. SUPPLIER INFORMATION:

NAME:		SUPPLIER ID:	
BUSINESS CATEGORY:		CONTACT PERSON:	
REVIEW DATE:		ADDRESS:	

#### B. SUPPLY CONTRACT DESCRIPTION:

TITLE AND REF. No:		CONTRACT DATE:	
CATEGORY:		DURATION:	
USER DEPARTMENT:		ACTUAL DELIVERY DATE:	

#### C. EVALUATION

Vendor Evaluation	1	2	3	4	5
Timeliness of Deliveries					
Quality of Parts/Products/Material Upon Delivery					
Overall Quality of Parts/Products/Material					
Competitiveness of Price					
Quality of Service Provided					
Competitiveness of Terms and Conditions					
Credit Rating					
Overall Financial Condition					
Reputation of Company					
Quality of Design Compared to Specifications					
Level of Assistance in Research & Development					
Expertise of Sales Staff					
Technical Support Staff's Level of Expertise					
<b>Column Totals</b>					
<b>Grand Total</b>					

#### D. EVALUATION REPORT:

FINAL COMMENT:			
REVIEWER SIGNATURE:		DATE:	

## ANNEX 6: DEBRIEF, PROTEST AND APPEAL TIMELINE

### 1) Debrief timelines:

- a) Any bidder that wishes to learn why its bid or proposal was not selected may request an explanation from SADEP/MAFS. This explanation is known as the debrief. SADEP will first have sent a notice that the evaluation is completed. After receiving this information, the unsuccessful bidder may request a debrief.
- b) SADEP/MAFS shall promptly provide an explanation in writing of why the bid was not selected. The bidder may then request a meeting. If SADEP/MAFS agrees to a meeting after providing the debrief, the bidder shall bear all the costs of attending the meeting. SADEP/MAFS shall provide the written debrief **within four business days** of the request.

### 2) Protest timelines:

- a) The protest is the first level (Level 1), while the appeal is the same complaint filed at the second level (Level 2). The entity that receives, assesses, and decides on the protest (i.e. the Level 1 authority) is the SADEP/MAFS. The entity that receives, assesses, and decides on the appeal (i.e. the Level 2 authority) is defined in the national procurement framework. The level 2 authority is the Complaints Review Committee as defined in provision 22 of the Public procurement and Disposal Assets Act, 2018 of the Republic of South Sudan. Should this committee not have been formed, the decision of the Level 1 authority (SADEP/MAFS) regarding the protest is final.
- b) All protests must be filed by the protest deadline, which is the **close of the tenth business day** after the notice of intent to award has been received or could reasonably be expected to be received by the bidder. Procurement actions using shopping cannot be protested.
- c) Once a protest is filed, the procurement process will automatically be suspended until a final decision about the protest is issued. The automatic suspension will be lifted **six business days after the written decision** of SADEP/MAFS has been sent.
- d) SADEP/MAFS will issue its decision **no later than ten business days** after receipt of the protest. SADEP/MAFS will extend this period **an additional five business days** if sufficient reasons are provided.

**ANNEX 8: THE PROJECT PROCUREMENT STRATEGY (PPS)**

**MINISTRY OF AGRICULTURE AND FOOD SECURITY  
(MAFS)**

**REPUBLIC OF SOUTH SUDAN**

**Project Procurement Strategy (PPS)**

**For**

**Sustainable Agricultural Development Project (SADEP)**

**SOUTH SUDAN**

**Dated: 19 April 2024**

## Contents

Abbreviations and Acronyms	149
1. Project Overview	150
a) Project Description	150
b) Summary of Programme Objective	151
c) Project Components and Costs	151
d) Project Procurement Profile	152
e) Spend per category	152
2. Overview of Country, Recipient and Marketplace	152
a) Operational Context	152
b) IA Capability Assessment	156
c) Market Analysis	157
3. Procurement Risk Analysis for abovementioned contracts/group of similar contracts	162
4. Stakeholder Analysis	164
5. Procurement Objective for abovementioned contract/group of similar contracts (related to the 5 Rs)	166
a) Procurement Objectives	166
b) Key Performance Indicators	166
6. Recommended Procurement Approach for the Project Procurement Approach:	167
a) Procurement arrangements for Goods and Non-consulting services	167
b) Procurement arrangements for Works	168
c) Procurement arrangements for Consulting services	169
7. Preferred arrangement for low value, low risk activities (as applicable)	170
Annex 1: Simplified Contract Management Plan and Responsibility and Accountability Matrix (RAM)	171
Annex 2: In-country procurement training programme	173

## Abbreviations and Acronyms

AfDB	African Development Bank
AWPB	Annual Work Plan and Budget
BoQ	Bills of Quantity
CDD	Community Driven Development
DLP	Defects Liability Period
EOI	Expression of Interest
ESHS	Environmental, Safety and Health Safeguards
ESS	Environmental and Social Safeguards
ESCMP	Environmental Social and Climate Management Plan
FAO	Food and Agriculture Organization of the United Nations
FfP	Fit for Purpose
GCF	Green Climate Fund
GEF	Global Environment Facility
GRM	Grievance Redress Mechanism
GoSS	Government of South Sudan
IA	Implementing Agency
ICB	International Competitive Bidding
ICT	Information and Communication Technology
IFAD	International Fund for Agriculture Development
SADEP	Sustainable Agricultural Development Project
MAFS	Ministry of Agriculture and Food Security
OPEN	Online Procurement End-to-end system
PAL	Procurement Arrangement Letter
PCT	Project Coordination Team
PDO	Project Development Objective
PIM	Programme Implementation Manual
PP	Procurement Plan
PPS	Project Procurement Strategy
QCBS	Quality and Cost-Based Selection
READ	Rural Enterprises for Agricultural Development Project
RED	Response to Emergency and Disaster
RFB	Request for Bids
RFP	Request for Proposal
RFQ	Request for Quotations
SECAP	Social, Environmental and Climate Assessment Procedures
SBD	Standard Bidding Document
SDG	Sustainable Development Goals
SPD	Standard Procurement Document
SPCU	Single Project Coordination Unit
SSLRP	South Sudan Livelihoods Resilience Project
SWOT	Strengths, Weaknesses, Opportunities, and Threats
USD	United States Dollars
VfM	Value for Money

## 1. Project Overview

*Table 1: Project components and allocations*

Country:	South Sudan
Full Project Name and Number:	Sustainable Agricultural Development Project (SADEP)
Programme Cost (US\$):	51,282,000 <sup>25</sup>
Loan/Grant Number:	
Name of Procurement contract or group of similar contracts	Goods, Works, Consulting and Non-consulting Services
Estimated Contract Cost (US\$)	5,098,500

### a) PROJECT DESCRIPTION

The Sustainable Agricultural Development Project (SADEP) seeks to 'contribute to enduring peace and reduced poverty' in South Sudan. **SADEP's development objective** is to 'enhance resilience, food and nutrition security for target communities' in the counties of Bor, Mundri West, Mvolo and Terekeka.

The total SADEP cost is estimated at US\$ 33.5 million over a 7-year implementation period; the International Fund for Agricultural Development (IFAD) is to provide financing of US\$ 9.8 million (29% of the total cost) in the form of loan from IFAD-12.

As the representative of the borrower, the Ministry of Finance and Planning (MoFP) will have the overall responsibility of ensuring appropriate use of the loan funds and for liaising with IFAD on all aspects of loan management. However, The Ministry of Agriculture and Food Security (MAFS) will be SADEP's Lead Implementation Agency and will use an implementation structure defined at the national, state and county levels.

**The following lessons**, which will inform SADEP design and implementation, were sourced from the IFAD country portfolio projects in South Sudan (completed and ongoing) and from other countries that have implemented similar/related projects:

- Where fragility, limited institutional capacities, limited availability of rural service providers and inadequacy of coordination mechanisms occur, third-party Implementing Partners serve as an ideal solution. Currently, in South Sudan, all International Financing Institutions (IFIs) are using third-party Implementing Partners, either a United Nations agency or an international Non-Governmental Organisation (NGO), with GoSS providing oversight. Similar arrangements will be applied under SADEP;
- Recruitment of the third-party Implementing Partners prior to start-up will greatly minimise start-up delays<sup>26</sup>. Identifying and procuring the services of the third-party Implementing Partners can be very protracted; this can result in a considerable delay of project activity commencement of up to one year. SADEP's implementation readiness plans include identification and selection of the third-party Implementing Partners prior to Project effectiveness. This would enable fast tracking of Project activity implementation once the Project becomes effective;
- Frontloading of infrastructure is critical for beneficiaries to: a) pilot its use; b) identify and solve challenges associated with its use and c) put mechanisms in place for the

<sup>25</sup> Includes parallel financing by AfDB

<sup>26</sup> AfDB-supported Short-Term Regional Emergence Response Project (STRERP) in South Sudan; PCR July 2020.

sustainable operation and maintenance of the infrastructure<sup>27</sup>. SADEP will frontload the sequencing of infrastructure activities;

- In order to deliver services that are responsive to the environmental and economic needs of the community, with a good outreach to poor women and men, it is critically important that local government: a) county council (largest administrative structure); b) Payam council; and c) Boma council and community institutions are engaged<sup>28</sup> (SSLDP PCR). Under SSLDP, Boma and County Development Committees (CDCs) proved to be the best entry points to reaching out to the target beneficiaries. SADEP's CDD approach is consistent with this recommendation.

#### b) SUMMARY OF PROGRAMME OBJECTIVE

SADEP interventions will focus on addressing the identified factors limiting the effective functioning and inclusivity of the fisheries and sorghum-based production system, together with the other challenges as will be identified by the target communities and the following are the expected outcomes:

- a) Outcome 1: Increased production, productivity, and availability of nutritious foods;
- b) Outcome 2: Reduced postharvest losses and improved quality and value of sorghum-based and fish products; and
- Outcome 3: Strengthened institutional capacities and rural sector coordination.

#### c) PROJECT COMPONENTS AND COSTS

*Table 2: Project components and allocations*

No.	Component and Outputs	Cost <sup>29</sup> (US\$) '000	Percent	Key procurement activities (First 18 months)
1	<b>Component 1 - Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food:</b>	<b>19,649</b>	<b>38.3%</b>	Print training manuals in seed production - sorghum, sesame, groundnut; Supply and Installation of facility for supplementary irrigation of basic seed (Storage tank, irrigation pipes, and sprinklers); Supply and Install Solar system for irrigation facility at Palataka National Basic seeds Centre; Supply of 4No Weather Stations to participating counties; Procurement of 6No Motor cycles (for extension); Procurement of 2No fiberglass boats equipped with outboard engines (for extension services); Supply of Agriculture extension kits; Supply of solar radios; Fencing 15Ha of land at Palataka National Basic seeds Centre; Construction of flood protection dykes at Aweil Irrigation Rice Scheme; Consulting service to develop Farmers Field School (FFS) curricula; Consulting service for Development of video-based e-extension platform.
		8,817		
	1) Output 1.1 Community-Led Planning and Prioritization 2) Output 1.2 Sustainable and Climate-Smart Nutrition-Sensitive Production Systems	10,832		
2.	<b>Component 2 - Enhanced Capacity for Postharvest Management and Handling:</b>	<b>24,345</b>	<b>47.5%</b>	Construction of 2No Fish landing sites; Irrigation system construction and installation works at the Palataka National basic seed center; Construction of Multiple-Use Water Systems (MUS); Construction of 2No storage facilities (500 - 1,000 quintal); Feasibility Study, detailed design, and ESIA for small scale and Climate Resilient Fish Landing Sites; Construction supervision of fish landing sites; Feasibility assessment and establishment of technical
		16,427		
	3) Output 2.1 Community-Led and Resilient Rural Infrastructure 4) Output 2.2 Capacity Building and Inclusive	7,918		

<sup>27</sup>IFAD-supported Hilly Areas Sustainable Agriculture Development (HASAD) Project in Lebanon; PCR 2019.

<sup>28</sup>South Sudan Livelihood Development Project PCR, 2016.

<sup>29</sup> Includes parallel financing of AfDB



	Post-Harvest Technologies and Practices			specifications for ice making plants; Feasibility Study, detailed design, and ESIA for an Irrigation system at the Palataka National basic seed center; Construction supervision of Irrigation system at the Palataka National basic seed center; Prefeasibility Rapid Assessment for Development of Multiple-Use Water Systems (MUS); Feasibility Study and detailed design for Multiple-Use Water Systems (MUS); Design and works supervision for mall-medium capacity storage facilities for crop production; Supply of Solar Fish Dryers; Supply of land preparation, weeding, harvesting and postharvest machineries and equipment.
<b>3.</b>	<b>Component 3 - Institutional and Policy Strengthening, Project Coordination and Management:</b>	<b>7,288</b>	<b>14.2%</b>	Procurement of 2No project Vehicles; Baseline studies; Consulting service for Development of a Knowledge Management and Communication Strategy; Consulting service for Development of a Programme Knowledge Management Portal; Procurement of 13No desktop computers and 4No printers.
	5) Output 3.1 Institutional Strengthening and Policy Support	1,473		
	6) Output 3.2 Project Coordination and Management	5,815		
	<b>Total</b>	<b>51,282</b>	<b>100%</b>	

#### d) PROJECT PROCUREMENT PROFILE

The procurement profile is mix of procurement activities to be undertaken by the SPCIU. The project procurement will involve Goods, Works and Consulting and Non-consulting Services.

#### e) SPEND PER CATEGORY

Procurement activity commitments for the first 18 months amount to US\$ 5,098,500 (~10% of the project envelope).

*Table 3: Project Spend Profile per category (first 18 months)*

Procurement Category	Amount in US\$
Goods	1,686,000
Works	1,604,500
Consultancy services – Firms and Individuals	1,808,000
<b>TOTAL</b>	<b>5,098,500</b>

## 2. Overview of Country, Recipient and Marketplace

### a) OPERATIONAL CONTEXT

#### 1. Governance aspects

The Republic of South Sudan is the newest internationally recognized country in the world, after it seceded from Sudan and gained independence on 9<sup>th</sup> July 2011 following decades-long conflict with Sudan. In the wake of two further civil wars (2013-2015 and 2016-2018) and the signing of a second power-sharing agreement (the Revitalised Agreement on the Resolution of the Conflict in South Sudan, R-ARCSS), South Sudan appears set to resume its journey towards lasting peace and sustainable development. The R-ARCSS affirms

signatories' commitment to a permanent ceasefire, a Revitalized Transitional Government of National Unity (RTGNU), humanitarian assistance and reconstruction, as well as improved economic, financial, and natural resources management.

While the prevalence of violence in the country has declined over the past two years, localized conflict persists in many areas and peace remains fragile. According to the 2023 fragility states index rankings, South Sudan is ranked third globally - after Yemen and Somalia<sup>30</sup>. The country continues to experience bouts of localized violence as key drivers of conflict remain in place. These are linked to key dynamics around competition for resources, isolation of citizens from decision-making and limited/no access to central/state government services, limited livelihood alternatives or access to natural resources; this is intensified by community conflict that is furthered by ethno-political divisions and militarization of cattle raiding<sup>31</sup>. Thus, re-integration of the rural population into viable livelihood opportunities is a critical strategy towards the sustenance of the Peace Agreement in South Sudan.

**Figure 1. Project area**



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof. Final status of the Abyei area is not yet determined.  
Map compiled by IFAD | 15-04-2024

## 2. Economic Aspects

<sup>30</sup>[FSI-2023-Report\\_final.pdf \(fragilestatesindex.org\)](#)

<sup>31</sup>Ibid.

The country's economic growth has been unstable over the last few years influenced by factors such as fluctuating oil production and prices, the effects of the COVID-19 pandemic, recurring flooding, global inflationary pressures, the war in Ukraine and Gaza (causing hikes in food prices), and the ongoing conflict in Sudan<sup>32</sup> and, more lately, in the Red Sea. South Sudan's economy is heavily reliant on oil exports which account for nearly all of the country's exports and for approximately 90% of the country's total revenue. In recent years, oil production has been declining and is projected to drop further from 64 million barrels in 2023 to 51 million barrels in 2024<sup>33</sup>. Crude exports from Sudan's Bashayer oil terminal in the Red Sea also dropped to 79,000 barrels per day in February 2024, an 11-month low<sup>34</sup> (S&P Global commodities, 2024). Real Gross Domestic Product (GDP) contracted by an estimated 2.9% in 2021/22, after contracting 4.9% in 2020/21, driven by the oil sector<sup>35</sup>. Oil production declined to 156,000 barrels a day in 2021/22 from 169,000 in 2020/21 after several oilfields were damaged by floods<sup>36</sup>. For 2022/23, the county's GDP was estimated to have contracted by a further 0.4% 2022/23<sup>37</sup>.

GDP growth is expected to rebound to 2% in 2023/24, supported by a sustained recovery in the non-oil sector and expanding crop planting. The recovery in oil production from the impacts of flooding of oil fields has been partially offset by a temporary decline in production and exports in recent months. Over the medium-term, growth should remain close to 4% as oil output levels recover and non-oil activity improves, supported by moderating inflation and higher government outlays on critical public investments, health, and education. This outlook is predicated on prudent monetary and fiscal policies that anchor macroeconomic stability, progress on governance, transparency, and structural reforms, and credible elections in 2024 that help to sustain peace<sup>38</sup>.

While oil dominates the revenue landscape, agriculture remains the primary source of livelihood for more than 80% of the households; [agriculture plays a critical role in supporting local communities and providing sustenance](#)<sup>39</sup>. The agriculture sector is dominated by smallholder farmers; they account for 80% of the country's cereal production<sup>40</sup>. Unfortunately, these farmers face a number of constraints, due to high transport costs, unavailability of agricultural inputs, and underdeveloped agricultural extension services. South Sudan relies on food imports from neighbouring countries, such as [Uganda](#), [Kenya](#) and [Sudan](#). These come at a high transportation cost which, coupled with [inflation](#), has caused [food prices](#) to rise dramatically in the country<sup>41</sup>.

### 3. Sustainability Aspects

South Sudan has an estimated population of about 11.1 million in 2023<sup>42</sup> with 85% living in rural areas, deriving their livelihoods from the agriculture, fisheries, and livestock sectors. The country is ranked 185<sup>th</sup> out of 189 countries in the Human Development Index (HDI), with a score of 0.43339<sup>43</sup>. It is one of the youngest countries in the world with a mean average age of 19 years; 45% of the population is below the age of 15 years of age.

---

<sup>32</sup>UNDP/UN South Sudan: Unpacking the ongoing Economic Crisis in South Sudan, March 2024.

<sup>33</sup>Ibid.

<sup>34</sup>S&P Global Commodities, 2024.

<sup>35</sup>African Development Bank report 2023.

<sup>36</sup>Ibid.

<sup>37</sup>Ibid

<sup>38</sup>World Bank, Macro-Poverty Outlook; April 2024

<sup>39</sup>[World Bank Report: With Peace and Accountability, Oil and Agriculture Can Support Early Recovery in South Sudan](#), June 2022.

<sup>40</sup>Ibid.

<sup>41</sup>Ibid.

<sup>42</sup><https://www.populationpyramid.net/south-sudan>

<sup>43</sup>South Sudan Bauru of statistics 2023.

Population growth rate is high at 4%, although population density is one of the lowest in the world - with between 13 to 18 people per km<sup>2</sup>, compared to 45 in sub-Saharan Africa. A total of 65 ethnic groups and 70 languages are spoken, with the 10 largest ethnic groups constituting approximately 80% of the population<sup>44</sup>.

Due to the effects of protracted internal conflicts, floods, drought, desert locust invasion, and the COVID-19 and Ukraine crises, 87% of the population in South Sudan require relief and development assistance. As per the Fragility Assessment and SECAP Review Note, the country is in a post-conflict situation and needs increased support to address drivers of fragility that impede the development of the food system.

#### 4. Technological Aspects

There are no Government restrictions on use of internet, though access to internet for official use is prohibitively costly and it would impede smooth operations of administrative activities outside of Juba and other regional headquarters. Open market procurement procedures will require to be done from central locations for ease of access to information by potential bidders.

#### 5. Legal Aspects

The Public Procurement and Disposal Assets Act of South Sudan was enacted in 2018. The Regulations and Standard procurement documents are awaiting legislative ascent. The Public Procurement and Assets Disposal Authority has been established and is still recruiting key staff while at the same time sensitizing public institutions on the procurement framework. As such, the framework is not yet fully functional.

#### 6. Conclusions on Operational context to be addressed through the procurement approach.

The country's situation remains volatile. Weak political and economic governance has led to a lack of well-functioning public and private sector institutions. Sustained conflicts in South Sudan results in weak revenue mobilization and diversification, leading to high cost of service delivery and high price levels for inputs. Diminished business competitiveness with the exit of many private sector businesses as well as non-profit organizations has become a common challenge. There lacks a fully functional public procurement framework that can be relied upon for project procurement processes and procedures, with no verifiable framework on local financial procedures and systems, including responsibilities of the normative/regulatory function. Prohibitive rates for internet infrastructure cannot support reliable publication of public procurement information. The rate of change in Technology may impact substantively on the overall pricing for key procurement transactions and pose a challenge on information transfer by bidders. Procurement is not recognized as a profession though there are procurement functions in Government. The function is characterized by high staff turnover.

IFAD Project Procurement Guidelines and Handbook will apply for SADEP, and IFAD SBDs will be used. All project procurement activities will be made in compliance with the procurement principles, ethical standards, and rules outlined in the IFAD Procurement Handbook. IFAD's Policy on Preventing Fraud and Corruption, the IFAD policy to preventing and responding to sexual harassment, sexual exploitation and abuse, the Anti-Money Laundering and Countering the Financing of Terrorism Policy and IFAD's Social, Environmental and Climate Assessment Procedures (SECAP) will apply to the project to ensure compliance with the highest ethical standards.

---

<sup>44</sup>FAO and World Bank; 'Transforming Agriculture in South Sudan.

## b) IA CAPABILITY ASSESSMENT

### 1. Experience

At the national level, MAFS will use the already established Single Project Coordinating Unit (SPCU) to undertake the overall coordination of SADEP's implementation and implementation of subcomponent 3.1. As is the case with the other IFAD-supported interventions in South Sudan, SSLRP and READ, SADEP's technical implementation will be undertaken by Third-party Implementing Partners selected through a competitive recruitment process; it will be recruited and contracted by GoSS with technical assistance and No Objection from IFAD. The procurement staff of SPCU (*Procurement Specialist – Mr. Samuel Amule*), has attended training on IFAD's BUILDPROC, OPEN system, and IFAD project procurement. Similar training is recommended for staff of the Third-party implementing Partners to augment their capacities under the project.

### 2. Need for hands-on support

Given the identified capacity gaps and the lessons learnt from existing IFAD funded operations, there is continued need for hands-on support through Implementation Support and other engagements. The ESA regional procurement team is currently assessing the country's procurement bottlenecks, and different actors involved in the national procurement process for appropriate and tailored solutions that will include the possibility of hands-on support to the whole Eritrea portfolio. IFAD's prior review processes are also akin to hands-on support and will also be extended to the new operation.

### 3. Contract management capability and capacity

The SPCU will be responsible for overall implementation and management of awarded contracts in accordance with the agreed contractual obligations. There are no established contract management procedures and necessary contract amendments have taken long to be implemented. In presence of gaps in contract management procedures, there lacks well-developed claims assessment procedure.

### 4. Complaints management and dispute resolution systems

In the absence of a procurement framework to define the complaints management and dispute management system, the IFAD procurement handbook Module M2 on protests and appeals provides that if the national system lacks a protest and appeals mechanism, the general principles of the handbook as defined in the module should be followed. This applies in the context of Eritrea.

Any bidder that believes it has suffered or may suffer loss or injury due to a procurement action may file a protest, but noting exceptions that apply. Only the borrower/recipient can review and decide about a protest. Only the borrower/recipient can review and decide about a protest. IFAD may provide an opinion about the protest and decision.

For prior-review procurements, all protests must be communicated to IFAD before a decision is issued. IFAD reserves the right to provide inputs or comments to the borrower/recipient to help it reach the decision. A copy of the decision must also be provided to IFAD. For post-review procurements, the borrower/recipient may – at its discretion – inform IFAD about the protest. Each protest decision will be made in consultation with at least the procuring entity of the project, legal counsel and/or the country procurement regulatory body and IFAD, as applicable. Each protest decision shall be signed and issued by the head of the procuring entity of the relevant unit/section/department of the borrower/recipient. The borrower's/recipient's decision will be based on its review of the protest, input from IFAD and the applicable principles and provisions of the procurement

rules. The borrower/recipient will issue its decision no later than ten business days after receipt of the protest. The borrower/recipient will extend this period an additional five business days if sufficient reasons are provided. The decision must be in writing and delivered by hand, post or e-mail attachment. Any protester that is dissatisfied with the borrower's/recipient's protest decision may seek a review of the decision by filing an appeal with a Level 2 authority.

The protest is the first level (Level 1), while the appeal is the same complaint filed at the second level (Level 2). The entity that receives, assesses, and decides on the protest (i.e. the Level 1 authority) is the SADEP/MAFS. The entity that receives, assesses, and decides on the appeal (i.e. the Level 2 authority) is defined in the national procurement framework. The level 2 authority is the Complaints Review Committee as defined in provision 22 of the Public Procurement and Disposal Assets Act, 2018 of the Republic of South Sudan. Should this committee not have been formed, the decision of the Level 1 authority (SADEP/MAFS) regarding the protest is final.

*Table 4: SWOT Analysis*

<p><b>STRENGTHS:</b></p> <ul style="list-style-type: none"> <li>a) The Lead Executing Entity, MAFS, has Procurement and Technical specialists experienced in the IFAD procurement guidelines.</li> <li>b) Use of the already established SPCU for the SADEP operation.</li> </ul>	<p><b>WEAKNESSES:</b></p> <ul style="list-style-type: none"> <li>c) High ranking on the corruption index posed challenges for governance in processing of procurement activities.</li> <li>d) Limited experience in development of technical specifications and Terms of Reference for key requirements in the procurement profile.</li> <li>e) Limited capability, knowledge, and skills in contract management.</li> <li>f) No operational procurement regulator to offer oversight.</li> </ul>
<p><b>OPPORTUNITIES:</b></p> <ul style="list-style-type: none"> <li>g) IFAD' new Online end-to-end procurement system OPEN will be applied for the new operation and provide a platform for actionable analytical data on performance of the procurement system and future improvements.</li> <li>h) Leveraging on the capacities of the SPCU.</li> <li>i) Use of an experienced third-party project implementation partner</li> </ul>	<p><b>THREATS:</b></p> <ul style="list-style-type: none"> <li>j) Instability of input prices driven by global supply dynamics and unpredictability of local currencies.</li> <li>k) Increased procurement workload to the SPCU.</li> <li>l) Insufficient contract administration data on physical and financial progress due to spread in geographical coverage and poor communications network.</li> </ul>

**Results of the SWOT Analysis.** The project will require to have timely SADEP start-up requirements to ensure effective implementation of the procurement programme, and onboarding the third-party implementing partner. All key and strategic activities should be backed by a detailed market research before their commencement.

#### 5. Conclusions on Client Capability and PIU Assessment to be addressed

SADEP will require hiring experience third-party implementation partner from the market. Wherever necessary, the project will also hire technical consultants to augment existing capacities and assist with defining and specifying project requirements. Project procurement will be carried out as per the approved Procurement Plans processed in OPEN and contract management be steered by User departments using simplified contract management plans.

#### c) MARKET ANALYSIS

- a) Market sector dynamics

The envisaged procurement transactions comprise of various consultancies to support the project implementation and supply of various equipment / goods.

The South Sudanese rely heavily on imported goods, while the economy relies heavily on oil revenue which accounts for 90% of all exports and 98% of public revenue. Global fall of oil prices have led to critical shortage of foreign exchange and devaluation of the South Sudan currency. This results in high price levels for Goods and Services. Contracts are entered into and settled in US Dollars. Contractors and suppliers are from both the local and regional market in neighbouring countries.

#### b) Procurement trends

Experiences from recent IFAD funded projects in South Sudan show that most of procurement packages attracted both local and foreign participation. The tabulations below represent self-assessment procurement trends and lead-times of the SSLRP project.

1	% of the total annual IA contracts that are awarded in open and restricted bidding	20 % Open 0% restricted
2	Percentage and value of IA's annual contracts that are awarded under direct contracting (single source)	0
3	IA's Efficiency in completing the bidding process (open and restricted) for Goods (measured in time from advertisement to contract award and signature)	2-3 months
4	IA's Efficiency in completing the bidding process (open and restricted) for Works (measured in time from advertisement to contract award and signature)	0
5	IA's Efficiency in completing the competition process for Services (measured in time from advertisement to contract award negotiations and signature)	2-4 months
6	% of bidding documents for Goods/ Non-Consulting Services and Works in the last one or two years where more than one amendment to the bidding documents was issued	0
7	% of RFPs for consulting services where more than one amendment to the RFP was issued	0
8	% of procurement competitions in Goods /Non-Consulting Services, Works and Consulting Services that failed or were cancelled	0
9	Average number of responsive bids in Goods/Non-consulting Services, Works and Consulting Services competitions	5-8
10	% of procurement competitions for Goods/ Non-Consulting Services, Works and Consulting Services conducted electronically	0
11	% of contracts awarded to SMEs in the previous year	0
12	% of procurement competitions and contracts that integrate sustainable procurement considerations (at least 1 social/labour plus 1 environmental criteria)	0
13	Percentage of IA's contracts for Works with cost over-runs above 10% of initial contract price.	0
14	Percentage of IA's contracts for Works with time over-runs above 10% of initial contractual duration	0
15	Average number of complaints received from bidders as to the fairness of bidding documents or contract award	0
16	% of bidders' appeal decisions that were accepted and enforced (with ruling against the IA)	0
17	% of Vendors Invoices paid on time in Goods/Non-Consulting Services, works and Consulting Services contracts.	30%

18	Is the general quality of documents produced by the IA's Procurement Department in line with IFAD's expected quality levels: i. Quality of Bidding Documents for Goods/NCS and Works ii. Quality of RFP for Consulting Services iii. Quality of Bid Evaluation Reports iv. Quality and adequacy of responses to bidders' qualifications	Moderately unsatisfactory
19	Management / Procurement Audit: i. % of IA contracts subjected to specialized procurement audit ii. the IA timely implements recommendations	0%

c) Indicative list of major procurement activities

Below are tabulations estimating the procurement profile for the first 18-months. Over that period, the SPCU will be responsible for an estimated 17No Goods activities, 1No Works activities, and 45No Consulting activities.

*Table 5: Goods*

Ref. No.	Description	Estimated Cost (US\$)	Year
G1	Print training manuals in seed production - sorghum, sesame, groundnut	36,000	2025
G2	Supply and Installation of facility for supplementary irrigation of basic seed (Storage tank, irrigation pipes, and sprinklers)	170,000	2026
G3	Supply and Install Solar system for irrigation facility at Palataka National Basic seeds Centre	50,000	2026
G4	Supply of 4No Weather Stations to participating counties	40,000	2026
G5	Procurement of 6No Motor cycles (for extension)	24,000	2025
G6	Procurement of 2No fiberglass boats equipped with outboard engines (for extension services)	16,000	2025
G7	Supply of Agriculture extension kits	28,000	2025
G8	Supply of solar radios	13,000	2025
G9	Supply of Solar Fish Dryers	20,000	2025
G10	Supply of land preparation, weeding, harvesting and postharvest machineries and equipment	1,200,000	2025
G11	Procurement of 2No project Vehicles	70,000	2025
G12	Procurement of 13No desktop computers and 4No printers	19,000	2025

*Table 6: Works*

Ref. No.	Description	Estimated Cost (US\$)	Year
W1	Fencing 15Ha of land at Palataka National Basic seeds Centre	67,500	2026
W2	Construction of flood protection dykes at Aweil Irrigation Rice Scheme	49,000	2026
W3	Construction of 2No Fish landing sites	1,000,000	2026
W4	Irrigation system construction and installation works at the Palataka National basic seed center	188,000	2026
W5	Construction of Multiple-Use Water Systems (MUS)	100,000	2026
W6	Construction of 2No storage facilities (500 - 1,000 quintal)	200,000	2026

*Table 7: Consulting Services*

Ref. No.	Contract Description	Estimated Cost (US\$)	Year
----------	----------------------	-----------------------	------



C1	Third-party Implementing Agency	1,200,000	2025
C2	Baseline studies	50,000	2025
C3	Consulting service to develop Farmers Field School (FFS) curricula	44,000	2025
C4	Consulting service for Development of video-based e-extension platform	88,000	2025
C5	Feasibility Study, detailed design, and ESIA for small scale and Climate Resilient Fish Landing Sites	100,000	2025
C6	Construction supervision of fish landing sites	100,000	2026
C7	Feasibility assessment and establishment of technical specifications for ice making plants	8,000	2026
C8	Feasibility Study, detailed design, and ESIA for an Irrigation system at the Palataka National basic seed center	20,000	2025
C9	Construction supervision of Irrigation system at the Palataka National basic seed center	16,000	2025
C10	Prefeasibility Rapid Assessment for Development of Multiple-Use Water Systems (MUS)	18,000	2025
C11	Feasibility Study and detailed design for Multiple-Use Water Systems (MUS)	44,000	2025
C12	Design and works supervision for 4No small-medium capacity storage facilities for crop production	30,000	2026
C13	Consulting service for Development of a Knowledge Management and Communication Strategy	40,000	2025
C14	Consulting service for Development of a Programme Knowledge Management Portal	50,000	2025

#### d) Supply Position Matrix

Based on the indicative list of major procurement activities envisaged in the project, a supply position matrix has been prepared.

High				High
<b>Risk or Vulnerability</b>	<b>Strategic Critical</b>			<b>Risk or Vulnerability</b>
	<b>Ref . No.</b>	<b>Description</b>	<b>Estimat ed Cost (US\$)</b>	
	C2	Baseline studies	50,000	
	C3	Consulting service to develop Farmers Field School (FFS) curricula	44,000	
	C4	Consulting service for Development of video-based e-extension platform	88,000	
	C5	Feasibility Study, detailed design, and ESIA for small scale and Climate Resilient Fish Landing Sites	100,000	
	C6	Construction supervision of fish landing sites	100,000	
	C8	Feasibility Study, detailed design, and ESIA for an Irrigation system at the Palataka National basic seed center	20,000	
	C9	Construction supervision of Irrigation system at the Palataka National basic seed center	16,000	
	C10	Prefeasibility Rapid Assessment for Development of Multiple-Use Water Systems (MUS)	18,000	
<b>Strategic Security</b>				
<b>Ref . No.</b>	<b>Description</b>	<b>Estimat ed Cost (US\$)</b>		
C1	Third-party Implementing Agency	1,200,000		
W3	Construction of 2No Fish landing sites	1,000,000		
G10	Supply of land preparation, weeding, harvesting and postharvest machineries and equipment	1,200,000		

	<table border="1"> <tr> <td>C11</td> <td>Feasibility Study and detailed design for Multiple-Use Water Systems (MUS)</td> <td>44,000</td> </tr> <tr> <td>C12</td> <td>Design and works supervision for 4No small-medium capacity storage facilities for crop production</td> <td>30,000</td> </tr> <tr> <td>C13</td> <td>Consulting service for Development of a Knowledge Management and Communication Strategy</td> <td>40,000</td> </tr> <tr> <td>C14</td> <td>Consulting service for Development of a Programme Knowledge Management Portal</td> <td>50,000</td> </tr> <tr> <td>G2</td> <td>Supply and Installation of facility for supplementary irrigation of basic seed (Storage tank, irrigation pipes, and sprinklers)</td> <td>170,000</td> </tr> <tr> <td>G3</td> <td>Supply and Install Solar system for irrigation facility at Palataka National Basic seeds Centre</td> <td>50,000</td> </tr> <tr> <td>G4</td> <td>Supply of 4No Weather Stations to participating counties</td> <td>40,000</td> </tr> </table>	C11	Feasibility Study and detailed design for Multiple-Use Water Systems (MUS)	44,000	C12	Design and works supervision for 4No small-medium capacity storage facilities for crop production	30,000	C13	Consulting service for Development of a Knowledge Management and Communication Strategy	40,000	C14	Consulting service for Development of a Programme Knowledge Management Portal	50,000	G2	Supply and Installation of facility for supplementary irrigation of basic seed (Storage tank, irrigation pipes, and sprinklers)	170,000	G3	Supply and Install Solar system for irrigation facility at Palataka National Basic seeds Centre	50,000	G4	Supply of 4No Weather Stations to participating counties	40,000																													
C11	Feasibility Study and detailed design for Multiple-Use Water Systems (MUS)	44,000																																																	
C12	Design and works supervision for 4No small-medium capacity storage facilities for crop production	30,000																																																	
C13	Consulting service for Development of a Knowledge Management and Communication Strategy	40,000																																																	
C14	Consulting service for Development of a Programme Knowledge Management Portal	50,000																																																	
G2	Supply and Installation of facility for supplementary irrigation of basic seed (Storage tank, irrigation pipes, and sprinklers)	170,000																																																	
G3	Supply and Install Solar system for irrigation facility at Palataka National Basic seeds Centre	50,000																																																	
G4	Supply of 4No Weather Stations to participating counties	40,000																																																	
	<p><b>Tactical Acquisition</b></p> <table border="1"> <thead> <tr> <th>Ref. No.</th> <th>Description</th> <th>Estimated Cost (US\$)</th> </tr> </thead> <tbody> <tr> <td>C7</td> <td>Feasibility assessment and establishment of technical specifications for ice making plants</td> <td>8,000</td> </tr> <tr> <td>W1</td> <td>Fencing 15Ha of land at Palataka National Basic seeds Centre</td> <td>67,500</td> </tr> <tr> <td>W2</td> <td>Construction of flood protection dykes at Aweil Irrigation Rice Scheme</td> <td>49,000</td> </tr> <tr> <td>G1</td> <td>Print training manuals in seed production - sorghum, sesame, groundnut</td> <td>36,000</td> </tr> <tr> <td>G6</td> <td>Procurement of 2No fiberglass boats equipped with outboard engines (for extension services)</td> <td>16,000</td> </tr> <tr> <td>G7</td> <td>Supply of Agriculture extension kits</td> <td>28,000</td> </tr> <tr> <td>G8</td> <td>Supply of solar radios</td> <td>13,000</td> </tr> <tr> <td>G9</td> <td>Supply of Solar Fish Dryers</td> <td>20,000</td> </tr> <tr> <td>G12</td> <td>Procurement of 13No desktop computers and 4No printers</td> <td>19,000</td> </tr> </tbody> </table>	Ref. No.	Description	Estimated Cost (US\$)	C7	Feasibility assessment and establishment of technical specifications for ice making plants	8,000	W1	Fencing 15Ha of land at Palataka National Basic seeds Centre	67,500	W2	Construction of flood protection dykes at Aweil Irrigation Rice Scheme	49,000	G1	Print training manuals in seed production - sorghum, sesame, groundnut	36,000	G6	Procurement of 2No fiberglass boats equipped with outboard engines (for extension services)	16,000	G7	Supply of Agriculture extension kits	28,000	G8	Supply of solar radios	13,000	G9	Supply of Solar Fish Dryers	20,000	G12	Procurement of 13No desktop computers and 4No printers	19,000	<p><b>Tactical Advantage</b></p> <table border="1"> <thead> <tr> <th>Ref. No.</th> <th>Description</th> <th>Estimated Cost (US\$)</th> </tr> </thead> <tbody> <tr> <td>W4</td> <td>Irrigation system construction and installation works at the Palataka National basic seed center</td> <td>188,000</td> </tr> <tr> <td>W5</td> <td>Construction of Multiple-Use Water Systems (MUS)</td> <td>100,000</td> </tr> <tr> <td>W6</td> <td>Construction of 2No storage facilities (500 - 1,000 quintal)</td> <td>200,000</td> </tr> <tr> <td>G5</td> <td>Procurement of 6No Motor cycles (for extension)</td> <td>24,000</td> </tr> <tr> <td>G11</td> <td>Procurement of 2No project Vehicles</td> <td>70,000</td> </tr> </tbody> </table>	Ref. No.	Description	Estimated Cost (US\$)	W4	Irrigation system construction and installation works at the Palataka National basic seed center	188,000	W5	Construction of Multiple-Use Water Systems (MUS)	100,000	W6	Construction of 2No storage facilities (500 - 1,000 quintal)	200,000	G5	Procurement of 6No Motor cycles (for extension)	24,000	G11	Procurement of 2No project Vehicles	70,000	
Ref. No.	Description	Estimated Cost (US\$)																																																	
C7	Feasibility assessment and establishment of technical specifications for ice making plants	8,000																																																	
W1	Fencing 15Ha of land at Palataka National Basic seeds Centre	67,500																																																	
W2	Construction of flood protection dykes at Aweil Irrigation Rice Scheme	49,000																																																	
G1	Print training manuals in seed production - sorghum, sesame, groundnut	36,000																																																	
G6	Procurement of 2No fiberglass boats equipped with outboard engines (for extension services)	16,000																																																	
G7	Supply of Agriculture extension kits	28,000																																																	
G8	Supply of solar radios	13,000																																																	
G9	Supply of Solar Fish Dryers	20,000																																																	
G12	Procurement of 13No desktop computers and 4No printers	19,000																																																	
Ref. No.	Description	Estimated Cost (US\$)																																																	
W4	Irrigation system construction and installation works at the Palataka National basic seed center	188,000																																																	
W5	Construction of Multiple-Use Water Systems (MUS)	100,000																																																	
W6	Construction of 2No storage facilities (500 - 1,000 quintal)	200,000																																																	
G5	Procurement of 6No Motor cycles (for extension)	24,000																																																	
G11	Procurement of 2No project Vehicles	70,000																																																	
<b>Low</b>	<b>Estimated to Cost / Value</b>		<b>High</b>																																																

e) Supplier Preferencing Matrix

The project will undertake procurement for Goods, Consulting and Non-consultancy services under various project components. It is expected that majority of bidders and suppliers will perceive procurement opportunities as 'Development' business opportunities.

The PPS proposes to have warranties and defects liability periods as part of the main contracts to ensure that investments are functional, by time of handover. This minimizes the suppliers utilizing procurement opportunities as exploitable. Similarly for consulting services, a contracting strategy to closely monitor deliverables based on prescribed deliverables will be incorporated as part of the TOR.

*Table 8: Supplier preferencing matrix*

<b>Supplier preferencing matrix</b>			
<b>High</b>			
<b>Attractiveness of Account</b>	<b>Development</b> a) Pool of local and international consultants are available and may likely associate with national consulting firm as their associate to enhance their capacity to win business opportunities	<b>Core</b> b) Pool of National contractors/ suppliers/ consultants are available to carry out the Works and supply of goods and bring on board local experience and the potential to win business opportunities	<b>High</b>
	<b>Nuisance</b> c) Many suppliers in the domestic market.	<b>Exploitable</b> d) There are many suppliers in the domestic market to participate. Opportunities will be highly competed and relationship adversarial.	
<b>Low</b>	<b>Relative value of account</b>		

f) Conclusions on the Market Analysis to be addressed through the procurement approach

**Alignment of the Supply position and Supply Preferencing Matrix.** The analysis below will be considered in developing fit-for-purpose procurement approaches and inform the SPCU on instances to make plans to ensure suppliers are the best match for the requirement.

- a) C1, W3, and G10 are strategic critical and they will be viewed as core to the suppliers, contractors, and service providers. They are a good match.
- b) There are 12 No Consulting service activities (Firms selection) that are strategic critical, and development in nature. They are a good match.
- c) There are 5 tactical advantage activities that viewed as exploitable and are likely to be adversarial.

### 3. **Procurement Risk Analysis for abovementioned contracts/group of similar contracts**

The risks identified in the preceding analysis on operational context, borrower capacity and SPCU assessment, and market analysis that could be mitigated through the procurement approaches summarized in Risk Assessment Table below.

*Table 9: Risk Assessment Table*

<i>Risk Description at the respective stage of the procurement process per each contract</i>	<i>A</i>	<i>B</i>	<i>Overall Risk Score</i>  <i>A x B Assessed Inherent Risk</i>	<i>Proposed Mitigation Measure/s throughout the Procurement Process</i>	<i>Net Risk (taking only fully implemented and effective mitigation measures into account)</i>
	<i>Likelihood of Occurrence</i>	<i>Impact upon Occurrence</i>			
<b>Goods and Goods related NCS</b>					
Implementation arrangement – Inexperience in processing procurements under IFAD operations.	S	S	S	• Retention of dedicated procurement and technical staff.	S
PP stage - Poor packaging of procurement requirements at planning and bidding stages.	M	S	S	• Use of IFAD online end-to-end procurement system OPEN, and detailed consultations with the Executing Entities at time of Work planning.	M
PP stage – Poor cost estimation resulting in failed procurement processes.	S	S	S	• Undertaking market research and procurement's participation in work planning.	M
Requisitioning - Limited experience in development of specifications and poorly defined specifications.	S	S	S	• Use of technical experts/ consultants as necessary. • Use of local and internationally acceptable standards when specifying Goods.	S
Solicitation stage - Poorly customized procurement documents.	M	M	M	• BUILDPROC training and capacity building of PMU and use of technical experts/ consultants as necessary. • Project procurement refresher trainings by IFAD.	M
Evaluation stage - Unresponsive competent market players resulting in failed procurement processes.	M	S	S	• Use of qualification requirements that match the procurement activities. • Adequate publishing of procurement opportunities. • Use of ICB to broaden pool of potential suppliers and maximize Value for Money.	M
Contract implementation stage - Delays in meeting contractual milestones and low-quality deliveries.	S	S	S	• Contract monitoring and contract management plans, to include factory inspection, acceptance, and training during manufacture process by OEM. • Administering contracts as set out in executed agreements. • Use of technical experts to manage complex contracts.	M
<b>Works and Works related NCS</b>					
Requisitioning stage - Limited experience in development of BoQs for Works and TORs for design and supervision consultants.	S	S	S	• Use of technical experts/ consultants as necessary.	M

<i>Risk Description at the respective stage of the procurement process per each contract</i>	<i>A</i>	<i>B</i>	<i>Overall Risk Score</i>  <i>A x B Assessed Inherent Risk</i>	<i>Proposed Mitigation Measure/s throughout the Procurement Process</i>	<i>Net Risk (taking only fully implemented and effective mitigation measures into account)</i>
	<i>Likelihood of Occurrence</i>	<i>Impact upon Occurrence</i>			
Bidding and Evaluation stage – Low participation due to contractor Limited access to domestic financing, Skilled labor shortages, High cost of construction materials.	M	S	S	•Opening opportunities to regional contractors.	M
Discussions and contracting stage - SECAP related risks in construction and refurbishment.	S	H	S	•Use of IFAD standard contract terms, development of ESMPs, inclusion of •ESS experts in construction supervision, and use of PPEs during construction.	S
Contract implementation stage - Delays in meeting contractual milestones Extension of Time for completion.	S	S	S	•Contract monitoring and contract management plans, and use of supervision engineers for complex works.	S
<b>Consulting Services</b>					
Requisitioning stage - Limited experience in development of TORs	S	S	S	•Use of technical experts/ consultants as necessary.	M
Solicitation stage - Limited experience in use of IFAD project procurement framework and poorly customized procurement documents. Delays in processing consulting activities.	S	S	S	•BUILDPROC training and capacity building of PMU and use of technical experts/ consultants as necessary. •To include project procurement refresher trainings by IFAD during ISMs.	S
Contract implementation stage - Delays in meeting contractual milestones and contract completion.	M	S	S	•Contract monitoring and contract management plans, and use of design and supervision consultants for complex works.	M

From the foregoing analysis, there are likely risk events identified at various stage of the procurement process and weighed against their likelihood and impact. There should be emphasis on adequate specifications for requirements and keen contract management practices to ensure value for money.

#### 4. Stakeholder Analysis

The main stakeholders who have an interest or impact on the project or impacted by the project and whether their interest is one of responsibility (R), accountability (A), to be consulted (C), or informed (I) are presented in the tabulation below. The objectives of the various stakeholders are also listed.

The following stakeholders have an interest or will be impacted by the project:

**Table 10: Stakeholder Management Plan**

<i>Stakeholder (Name and Role)</i>	<i>Interest in the Project (Responsible, Accountable, Consult, Inform)</i>	<i>Stakeholder Objectives from the Procurement</i>	<i>Stakeholder management Approach</i>
Government of South Sudan – Borrower/Recipient	C and I	a) Align with development objectives. b) Achieve value for money. c) Compliance with the terms of legal/financing agreement.	Keep informed and comply.
Ministry of Finance and Planning – Borrower/Recipient's representative in charge of public funds	R, A, C and I	d) Align with development objectives. e) Achieve value for money. f) Compliance with terms of the legal agreement and policies. g) Proper budget implementation and ensure the funds are available for processing payments within the agreed project milestones.	Keep informed and comply.
Ministry of Agriculture and Food Security (MAFS)	R, A, C and I	h) Achieve value for money i) Compliance with terms of the FA and policies j) Proper budget implementation and ensure the funds are available for processing the payments within the agreed period in the contract (minimize the claim of interest due to delayed payment period)	Keep informed, consult often, and comply.
Partner Institutions and third-party implementing agencies	R, A, C and I	k) Deliveries within workplan schedules and proper budget implementation l) Achieve value for money m) Account for procurements undertaken through project budgets	Keep informed, consult often, and comply.
SPCU	A	n) Achieve value for money o) Compliance with the Legal agreement p) Fit-for-purpose procurement	Accomplish the mandate and comply.
IFAD – Supervision, Implementation support, Financier	C and I	q) Achieve value for money r) Compliance with the Legal agreement and procurement principles	Communicate and seek timely advice.
Project beneficiaries	C and I	s) Quality and timely inputs to meet project objectives.	Keep informed.
Suppliers/Contractors/Service Providers/Consultants	I and A	t) Transparency and fairness of the process. u) Efficiency in decision making. v) Timely payments.	Keep communicated.
People of South Sudan	I	w) Upholding public interest (transparency/disclosure, fairness, value for money, enhanced ESHS, and so on)	Keep informed.

## 5. Procurement Objective for abovementioned contract/group of similar contracts (related to the 5 Rs)

### a) PROCUREMENT OBJECTIVES

The main objective of procurement under project is to ensure timely and efficient delivery of the required Goods, Works, Consulting and Non-consulting services in line with the approved Procurement Plan and in compliance with IFAD's Project Procurement Framework, while building the project's capacity for procurement and contract management. Being a CDD project, the capacity of the community to participate in procurement needs to be infused. Further, procurement needs to be responsive to any contingent activities under the RED component.

The main objective is expressed through the following project procurement objectives:

- a) To achieve the PDO through appropriate fit-for-purpose procurement approaches and deliver the best value for money (VfM).
- b) To develop and implement appropriate specification, requirements, and evaluation criteria to consistently deliver targeted procurement solutions that are sustainable and build local maintenance capabilities.
- c) To attract suitable suppliers for timely and quality deliverables of project procurement requirements.
- d) To select in a timely and cost-effective manner qualified, experienced, and competitive suppliers, contractors, service providers and consulting firms capable of executing the contracts within stated quality, cost, and time.
- e) To develop and implement contract management monitoring and tracking arrangements that ensure applicable standards are fulfilled in the performance of the contracts.
- f) To select the most appropriate procurement approaches to deliver cost targets and manage resulting contracts to ensure that tasks are completed as per agreed contractual conditions and obligations without unnecessary cost overruns.
- g) To conduct need based /refresher procurement trainings on IFAD Project Procurement arrangements.

### b) KEY PERFORMANCE INDICATORS

SMART Key Performance Indicators (KPIs) that will be used to monitor achievement of the procurement objectives are detailed below. The KPIs may be monitored via periodic progress reports and use of analytical data available in the IFAD OPEN and CMT. The project will be required to report on the procurement result indicators during supervision missions of the SADEP.

Key Performance Areas		KPI Description	- KPI Measurement
1) Publishing (Transparency, Competition, Fairness)	Publishing of REOI and RFB	REOIs or RFBs would be published on UN Development Business, and official websites, as necessary.	- Shortlisting and Evaluation Reports confirm that all SPNs are published and Soft copies of REOIs & RFBs are accessible by market.
2) Process Efficacy (VfM, 3Es, Competition, Fairness,	Requisition, PPP packaging, Procurement document customization, clarification requests,	Commenced procurement proceedings resulting into signed contracts in the first instance, and within the PP planned times and budget.	- 95% of commenced procurement proceedings resulting into signed contracts in the first instance. - 90% of the planned procurements being executed

Accountability, fit-for-purpose)	evaluation of bids/proposals, and contract awards		without variation of the overall planned timeline. - All contract award within budget.
3) Competition (fairness and economy)	Open opportunity and fair competitions.	Equal opportunity and fair competitions among eligible Contractors/ Suppliers/ Consultants in providing works, goods, and consulting services.	- Numbers of Consultants who expressed their interest, submitted proposals, & Bidders submitted their bids. - Percentage of proposals/bids that pass preliminary evaluation.
4) Delivery (efficiency and VfM)	a. On-Time Delivery.	Provide contractually obligated deliverables and outcomes on agreed dates.	- On time delivery of contractually obligated deliverables as per mutually agreed plans. - 80% of the Contracts being completed within original stipulated time, 20% of the Contracts completed within 6 months EoT.
	b. Efficiency, records, and accountability	Information is managed (shared, stored and communicated) in line with expectations defined in contract or as agreed between the parties.	- Supporting/ working documents submitted and archived (Templates, weekly status reports, minutes of meetings, training manual, project progress etc.) - Complete updates to IFAD OPEN and CMT systems.
5) Quality (effectiveness, VfM)	a. Delivery Quality	Product/service meets quality acceptance criteria.	- Number of deliveries that have met acceptance criteria (e.g. Number of defects, functionality of application, User Interface)
	b. Supplier (Consultant) Personnel	Teams are made up of members with expertise as per Terms of Reference	- Number of experts proposed, rejected, or replaced due to performance issues or not meeting the expectations.
	c. End User Satisfaction	Level of satisfaction received from project beneficiaries/ end users.	- Rating received.
6) Financial (transparency, 3Es, and fairness)	a. Invoicing	Contractually compliant with the time and quality for submission of invoices	- On time submission of invoices with supporting documents as agreed - Payments within contracted period
	b. Cost Transparency	Supplier provides transparency into its cost breakdowns	- Cost (invoices, financial proposals) is provided with a detailed breakdown of activities, services, products, quantities, etc.
	c. Change Requests/ Contract Amendments	Number and value of CRs/ Contract Amendments initiated since the previous scorecard or over the reporting period	- Total number of CRs raised/ Contract Amendments, value & scope of each CR / Contract Amendments

## 6. Recommended Procurement Approach for the Project Procurement Approach:

### a) PROCUREMENT ARRANGEMENTS FOR GOODS AND NON-CONSULTING SERVICES

Table 11: Procurement arrangements for Goods and Non-consulting services

Attribute	Selected arrangement	Justification Summary/Logic
-----------	----------------------	-----------------------------



<b>Specifications (SECAP compliance)</b>	Conformance	Conformance for the requirements that are standard and well-established technical specifications.
<b>Additional Sustainability Requirements</b>	No	Sustainable procurement is not envisaged. Warranty and trainings provided as specified in the bidding documents.
<b>Contract Type</b>	Traditional	
<b>Pricing and costing mechanism</b>	Lump Sum	Based on schedule of requirements
<b>Supplier Relationship</b>	Collaborative	In all the categories of procurement under the project it would be necessary to attain collaborative relationship to ensure the success of the implementation and mitigate key risks such as security of staff and investments.
	Adversarial	For easily available, off-the-shelf items and highly competed activities, relationship will be adversarial.
<b>Price Adjustments</b>	None, fixed price	
<b>Form of Contract (Terms and Conditions)</b>	Any special conditions of contract	Not applicable
<b>Selection Method</b>	a) Requests for Bids (RFB) b) Requests for Quotations (RFQ) c) Direct Contracting	Dependent on market approach, and thresholds for selection method of Goods being procured.
<b>Selection Arrangement</b>	None	
<b>Market Approach</b>	<b>Competitive</b>	
<b>Pre / Post Qualification</b>	Post-Qualification	
<b>Evaluation Selection Method</b>	Most Advantageous pricing	
<b>Evaluation of Costs</b>	Life-Cycle Costs	Most advantageous pricing
<b>Domestic Preference</b>	Yes	Based on guidance in PAL
<b>Rated Criteria</b>	No	

#### b) PROCUREMENT ARRANGEMENTS FOR WORKS

Table 12: Procurement arrangements for Works

Attribute	Selected arrangement	Justification Summary/Logic
<b>Specifications (SECAP compliance)</b>	Conformance	Conformance with provisions of BoQs that will contain ESCMP interventions by the contractor.
<b>Additional Sustainability Requirements</b>	No	Sustainable procurement is not envisaged.
<b>Contract Type</b>	Traditional based on Employer's/IA design	
<b>Pricing and costing mechanism</b>	Schedule of Rates/Admeasurement	Based on BoQs

<b>Supplier Relationship</b>	Collaborative	In all the categories of procurement under the project it would be necessary to attain collaborative relationship to ensure the success of the implementation and mitigate key risks such as security of staff and investments.
<b>Price Adjustments</b>	Percentage	Due to input price volatilities, price adjustment formulae can be considered for Works contracts with less than 18-months completion period.
<b>Form of Contract (Terms and Conditions)</b>	Any special conditions of contract	Not applicable
<b>Selection Method</b>	Competitive	There are many capable contractors
<b>Evaluation of Costs</b>	Adjusted bid price	
<b>Domestic Preference</b>	Yes	Based on guidance in PAL
<b>Rated Criteria</b>	No	

c) **PROCUREMENT ARRANGEMENTS FOR CONSULTING SERVICES**

*Table 13: Procurement arrangements for Consulting services*

<b>Attribute</b>	<b>Selected arrangement</b>	<b>Justification Summary/Logic</b>
<b>Specifications (SECAP compliance)</b>	Performance	Definitive Terms of Reference guided by the objectives.
<b>Sustainability Requirements</b>	No	Sustainable procurement is not envisaged.
<b>Contract Type</b>	Traditional based on TOR	
<b>Pricing and costing mechanism</b>	Lumpsum and time based.	
<b>Supplier Relationship</b>	Collaborative	In all the categories of procurement under the project it would be necessary to attain collaborative relationship to ensure the success of the implementation and mitigate key risks such as security of staff and investments.
<b>Price Adjustments</b>	None, fixed price.	
<b>Form of Contract (Terms and Conditions)</b>	Any special conditions of contract	Not applicable
<b>Consultant's Selection and Evaluation Method</b>	a) Quality Cost Based Selection (QCBS) b) Consultant's Qualification based Selection (CQS) c) Least Cost Based Selection (LCS) d) Direct Selection e) Single Source Selection	<ul style="list-style-type: none"> <li>• Direct approaches require prior justification.</li> <li>• Onboarding of ILRI and FAO will be through Direct contracting. One TOR will be consolidated for all interventions and budget lines.</li> </ul>
<b>Pre / Post Qualification</b>	Pre-Qualification and Post-Qualification	
<b>Evaluation of Costs</b>	N/A	

<b>Domestic Preference</b>	No	
<b>Rated Criteria</b>	Yes	

The project's Procurement Plan should reflect the analysis presented in the PPS and should be updated periodically to reflect actual needs and changing circumstances. Any updates to the Procurement Plan should be submitted to IFAD for its review and no objection. Any changes to the Procurement Plan should be justified by the project through a revised PPS.

#### 7. Preferred arrangement for low value, low risk activities (as applicable)

*Table 14: Procurement arrangements for low value, low risk activities*

<b>Contract</b>	<b>Category</b>	<b>Estimated Cost</b>	<b>Procurement Approach and Method</b>
Off-the shelf Goods, Minor Works, and small assignments.	Works /Goods /Consulting services	Not more than USD500, up to an annual cumulative cost of USD5,000 (as defined in the PAL)	Contracts to be procured through local administrative procedures and a file of all such purchases be maintained.

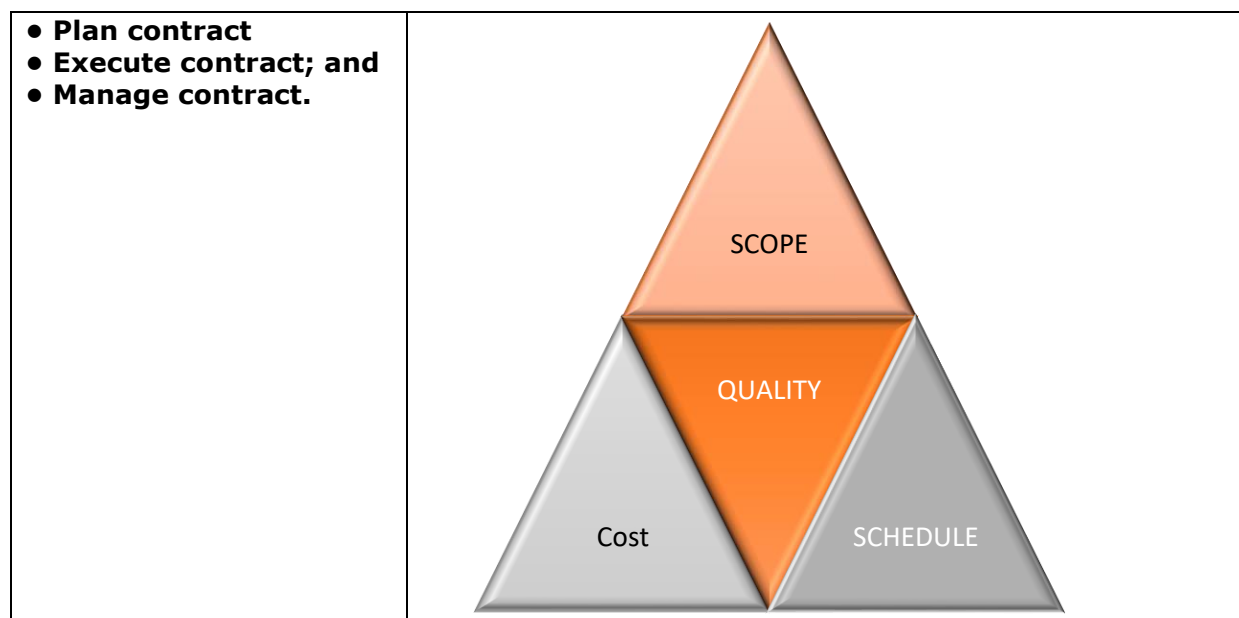
**Operational Expenses:** The project will also finance from the IFAD proceeds for costs associated with fuel, operational travel, per-diems, office consumables and maintenance, motor vehicle maintenance, telephone and internet charges, General salaries, and allowances for project staff. These expenditures will not be subject to procurement clearance, hence, will not be reflected in the approved procurement plan. Items under this category would be procured using local administrative procedures acceptable to IFAD. The expenditure plan under this category will be submitted annually to IFAD for review and no objection through the AWPB, and will be subject to external audit.

**Training / Capacity Development initiatives** through the project are not Procurement Transactions unless a service provider is exclusively hired from Market through agreed Selection Methods of Consultant / Non-consulting services as appropriate to render training or capacity development. The expenditure plan under this category will be submitted annually to IFAD for review and no objection through the AWPB and will be subject to external audit.

## ANNEX 1 OF PPS: SIMPLIFIED CONTRACT MANAGEMENT PLAN and RESPONSIBILITY AND ACCOUNTABILITY MATRIX (RAM)

### f) Introduction:

Effective contract management is essential to the delivery of intended outcomes. The contract Management primarily focuses on creating, executing, and managing contracts across three (3) key implementation phases:



The SPCU is responsible for the contract management in coordination with Beneficiary organizations participating in the project. The responsibilities of the Contract Management Team (CMT) include but not limited to: Contract risk management, control changes and variations, contract administration, review and accept reports, acceptance of deliverables and contractual milestones, management and control payments, and monitoring and measuring outputs/outcomes, and record-keeping, monitor compliance with agreed contractual obligations for the successful delivery of the contract.

### g) Responsibility and Accountability Matrix – Contract Management

*Table 15: Responsibility and Accountability Matrix*

	MAFS	Procurement Specialist	Technical Dept. or Beneficiary	SPCU (and/or third-party IA)
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Preparation of procurement-related documents including contract conditions, drawings, and specifications	I, F	R	R	F
Contract management, coordination, and supervision.	F	S	R	M
Review the construction management program submitted by the bidders	I	C, I	R	M
Conduct the site visits periodically and review the physical and financial progress		S	R	F

	MAFS	Procurement Specialist	Technical Dept. or Beneficiary	SPCU (and/or third-party IA)
Accord time extensions, change in quantities, variations, etc.,	A	S	R	R
Monitor the stipulated quality assurance tests are conducted as prescribed in the technical specifications	I	S	R	F, M
Facilitate the recording of work before commencement and after completion as per the specifications	I	M, S	A, R	S
Ensure that the prescribed training is provided as per the contract	I	S	A, R	F
Facilitate handing over the constructed/repaired facilities and/or supplied goods to the concerned officer in charge	I, A	S	R	F
Receive goods, facilitate the process of clearing and forwarding, storage, carry out stock taking, manage the distribution supply chain.	I	R	C	S

R: Responsible; A: Approval; M: Monitor; S: Support; F: Facilitate; I: Inform; C: Consulted

- h) **Monitoring Instruments:** The following mechanisms and instruments will be used to implement project management following the above principles and levels of management.

Ref	Description
<b>1</b>	<b>Monthly Progress Report</b>
	A monthly report following pre-defined format and designed to highlight key indicators and issues: <b>a)</b> Bifocal Emphasis – Physical and Financial progress with updates on the IFAD online CMT. <b>b)</b> Evaluation Techniques like PERT with clearly defined milestones through OPEN. <b>c)</b> Monitoring of cost escalations due to: (i) Change in scope, (ii) Variation of quantities, (iii) Change in quantities, (iv) Price adjustment <b>d)</b> Monitoring of admeasurements/payment schedule <b>e)</b> Conduct monthly progress meetings <b>f)</b> Principled evaluation of Instructions – Quality Reports
<b>2</b>	<b>Monthly site meeting</b>
	A meeting held monthly on-site to physically inspect operations.
<b>3</b>	<b>Quarterly progress report</b>
	A quarterly report which focuses on progress towards overall project objectives and any issues encountered.
<b>4</b>	<b>Half-yearly project appraisal</b>
	A review that seeks to identify any major risks and propose mitigation measures. To inform any need for changes in the PPS.
<b>5</b>	<b>Ad hoc inspection</b>
	An inspection carried out by SPCU and/or Authorised persons.

## ANNEX 2 OF PPS: IN-COUNTRY PROCUREMENT TRAINING PROGRAMME

### Procurement Training Workshop for Members of Single Project Coordination Unit (SPCU), MAFS, participating Counties, and All key User Departments implementing SADEP

Venue: **TBD – JUBA**, Date: **TBD - Within first year of project implementation**

The Ministry of Agriculture and Food Security will host a procurement workshop for members of the National Project Coordination Unit and all implementing agencies.

The objective of this workshop is to ***“enhance skills of participants on procurement processes to ensure procurements and implemented efficiently and contracts are completed in time and within budget.”***

The following training themes were identified during project design stage:

1. Overview of procurement processes
2. Use of IFAD Procurement Guidelines and Handbook
3. Effective procurement planning and packaging
4. Customization of solicitation documents
5. Evaluation of bids for Goods and Non-Consulting Services
6. Contract management and administration

This workshop is to be held for three (3) days within the first year of Project implementation.

The participants of the workshop will include the members of the SPCU, MAFS, Participating Regions and Counties, key beneficiaries under the project, Key User departments.

#### Training Programme – Procurement Management:

SESSION		TOPIC	DELIVERY
DAY 1	MORNING	IFAD procurement principles, ethical standards, and prohibited practice issues	<ul style="list-style-type: none"> <li>• POWER POINT SLIDES</li> </ul>
	MID MORNING	Effective project implementation and the role of procurement: <ul style="list-style-type: none"> <li>• Integrated project and procurement planning and budgeting (AWPB/PP)</li> <li>• Key considerations for effective procurement planning.</li> </ul>	<ul style="list-style-type: none"> <li>• POWER POINT SLIDES</li> <li>• PRACTICAL SESSION:               <ul style="list-style-type: none"> <li>✓ <i>Actual project documents</i></li> <li>✓ <i>AWPB and PP</i></li> </ul> </li> </ul>
	AFTERNOON	Roles and responsibilities in the procurement cycle	<ul style="list-style-type: none"> <li>• POWER POINT SLIDES</li> </ul>
DAY 2	MORNING	Writing precise specifications, terms of reference and bidding documents (including SECAP consideration)	<ul style="list-style-type: none"> <li>• POWER POINT SLIDES</li> <li>• CASE STUDY</li> </ul>
	MID MORNING		<ul style="list-style-type: none"> <li>• PRACTICAL SESSION:               <ul style="list-style-type: none"> <li>✓ <i>SBDs/SPDs</i></li> </ul> </li> </ul>
	AFTERNOON	Customization of Solicitation documents	
DAY 3	MORNING	Evaluating bids and proposals (including SECAP consideration)	<ul style="list-style-type: none"> <li>• POWER POINT SLIDES</li> </ul>
	MID MORNING	<ul style="list-style-type: none"> <li>• Effective contract administration, management, and performance monitoring (including SECAP compliance)</li> <li>• CMT</li> </ul>	<ul style="list-style-type: none"> <li>• POWER POINT SLIDES</li> <li>• CASE STUDY</li> </ul>
	AFTERNOON		

## **ANNEX 9: SECAP RISKS AND PROCUREMENT ACTIONS**



### **South Sudan**

---

#### **Sustainable Agricultural Development Project**

#### **Integration of SECAP risks into Procurement plans**

Document Date: 26/06/2024

Project No. 2000004864

East and Southern Africa Division  
Programme Management Department

**Integration of SECAP risks into procurement** This section provides indication to the SPCU on the SECAP risks being incorporated into procurement. While the general integration of SECAP requirements into procurement documents is described into Annex 4, Volume 1 of the SECAP, the project specific risks are as identified by the SECAP online tool. The ES specialist and SPO/Procurement specialist have identified, through the SECAP environmental & social screening checklist, the issues in the table below that need to be mitigated through procurement.

## Environmental and Social Safeguards Matrix

### Introduction

This document provides indication to the SPO on the SECAP risks to be incorporated into procurement plans. While the general integration of SECAP requirements into procurement documents is described into ANNEX 4, Volume 1 of the SECAP, the project specific risks are as identified by the SECAP online tool. The ES specialist has identified, through the SECAP environmental and social screening checklist, the issues in the table below that need to be mitigated through procurement. In case the SPO has ambiguity as to the guidance provided by the ES specialist in the rightmost column of the below Results Table, then the SPO will need to collaborate with the ES specialist and relevant members of the PDT in order to reach an agreement as to how these ES issues can be dealt with best through procurement mitigation measures that the Borrower must be required to put in place with respect to procurement parameters like:

1. Technical Specifications
2. Bidder Qualification
3. Bid Evaluation Criteria
4. Contract Clauses

For Example, if use of harmful types of pesticide is an issue in the project area, then it can be dealt with through the specifications of the pesticide and both the ES specialist and the SPO will agree that the project will use a "WHO-FAO approved pesticide and that WHO-FAO codes for safe labeling, packaging, handling, storage, application and disposals of pesticide are respected". If the project involves work in a sensitive cultural heritage area or an area where biodiversity is to be protected, then the successful past experience of the contractor in working in such zones is critical and the ES specialist will select "Bidder qualification" and "Bid Evaluation Criteria". If labour conditions or indigenous peoples' rights are often compromised in the project's area, then the ES specialist may select "Contract Clauses" and give whatever further guidance is possible for SPO. If deforestation or extensive use of natural resources in the project area is an issue identified by the ES specialist, then the ES specialist will chose "specifications" and "Bid Evaluation Criteria" and agree with the SPO to specify legally-harvested timber (or timber certified with the relevant label) and agree as to the evaluation criteria to be used to promote resource efficiency (e.g. evaluation criteria to favour energy efficient pumps, efficient transformer sub-stations, fuel saving equipment etc.).

The ES specialist, relevant members of the PDT and the SPO will need to consult together and pool their collective expertise in the various disciplines in order to arrive at the right mitigation measures to be reflected in the PRM. In this manner downstream work by the SPO in prescribing the project requirements for the Procurement Plan (PP) and PDR are facilitated and can be readily reflected in the PIM and the choice of bidding documents and contract provisions.

Environmental and Social Safeguards			
Biodiversity conservation	Risk Rating	Consequence	Guidances for SPOs
1.1 Could the project potentially involve or lead to conversion or degradation of biodiversity, habitats (including modified habitat, natural habitat and critical natural habitat) and/or ecosystems and ecosystem services?	Moderate	<b>Moderate</b> Project will significantly affect modified habitat, but will not impinge on natural habitat or critical natural habitat.	Bidding documents should include standard IFAD SECAP provisions. Bills of quantities to provide provisional sums for ESS activities to reinstate any damages to the environment.
1.8 Could the project involve or lead to procurement through primary suppliers of natural resource materials?	Moderate	<b>Minor</b> Project may possibly require procurement of natural resources through primary suppliers, and resource extraction is tightly regulated. Alternatives to procurement of natural resources through primary suppliers exists.	It is important to incorporate technical specifications into the bidding documents to ensure the ethical sourcing of natural resource materials is imperative for all project requirements. Licencing will be a requirement for third party suppliers of natural resources materials and will be subjected to preliminary evaluation checks at bid evaluation.
Resource Efficiency and Pollution Prevention	Risk Rating	Consequence	Guidances for SPOs



<b>Environmental and Social Safeguards</b>			
2.1 Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Low	<b>Minor</b> Pollutants may possibly be released, either routinely or by accident, but treatment systems are proven and verified. Receiving environment has absorptive capacity.	Use of IFAD standard SECAP clauses in contracts to ensure the supply, proper management, and disposal of pollutants and incorporate well designed and functional waste management for post harvest facilities wherever necessary .
2.4 Could the project involve or lead to significant consumption of raw materials, energy, and/or water?	Moderate	<b>Moderate</b> The project will require consumption of raw materias, energy, and/or water. This will be a significant component of the project, but impacts can be appropriately managed.	Include specifications for energy and water efficient equipment.
2.5 Could the project involve or lead to significant extraction, diversion or containment of surface or ground water (e.g. construction of dams, reservoirs, river basin developments, groundwater extraction)?	Moderate	<b>Minor</b> The project only needs a minimal amount of water. This can be obtained from existing sources, without the need for extension.	Ensure defects liability for water infrastructure to ensure it is functional post delivery and handover.
2.7 Could the project involve or lead to procurement, supply and/or result in the use of pesticides on crops, livestock, aquaculture or forestry?	Moderate	<b>Minor</b> The project only requires minimal amounts of pesticide.	Specify pesticides standards using acceptable standards. Require use of protective equipment by contracted farm workers and handlers.
<b>Labour and Working Conditions</b>	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidances for SPOs</b>

Environmental and Social Safeguards			
5.1 Could the project operate in sectors or value chains that are characterized by working conditions that do not meet national labour laws or international commitments? (Note: this may include discriminatory practices, high gender inequality and the lack of equal opportunities, denial of freedom of association and collective bargaining, labour migrants)	Substantial	<b>Moderate</b> The project operates in sectors or value chains that have, in the past, not met national labour laws, or international commitments, but is now adequately nationally regulated. However, international value chains are not regularly audited for environmental or social performance.	It will be important to include clauses in the bidding documents that include the national working conditions and ILO standards. Introduce occupational health standards in specifications for construction of infrastructure.
5.2 Could the project use or operate in a value chain where there have been reports of forced labour? (Note: Risks of forced labour may be increased for projects located in remote places or where the status of migrant workers is uncertain)	Moderate	<b>Minor</b> The project does not operate in sectors or value chains where forced labour has ever been reported	Use of IFAD standard SPD clauses that denounce forced labour should be included in the contracts.
5.3 Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	Substantial	<b>Moderate</b> The project does not operate in sectors or value chains where child labour was evident in the past. The status of forced labour regulation is currently unclear.	Ensure labour standards are enforced and respected. Contracts should include a clause for compliance with national labour standards and ILO standards that prohibit child labour.
5.4 Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.)	Substantial	<b>Moderate</b> The project operates in a sector, area, or value chain where workers are occasionally exposed to significant OSH risks, and where regulation is known to be weak or non-existent.	It will be important to include clauses in the bidding documents that include the national working conditions and ILO standards. Introduce occupational health standards in specifications for construction of infrastructure.
<b>Community Health, Safety and Security</b>	<b>Risk Rating</b>	<b>Consequence</b>	<b>Guidances for SPOs</b>

Environmental and Social Safeguards			
6.3 Is there a possibility of harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	Low	<b>Minor</b> The project has only moderate reliance on buildings or infrastructure. Risk of failure is unlikely to lead to loss of life or significant environmental damage. The structural integrity of the required infrastructure has been independently verified.	Ensure adherence to design standards for infrastructure. Supervision of construction to be closely monitored and completion certificates to be issued before a contractor leaves site.
6.5 Could the project involve or lead to transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Moderate	<b>Minor</b> The project has only minor involvement with the transport, storage, and use and/or disposal of hazardous or dangerous materials, and regulation of hazardous materials is effective.	Suppliers/contractors to have appropriate licencing/certification that will be subjected to preliminary evaluation checks
6.7 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	Moderate	<b>Minor</b> Minor changes to community dynamics. Resulting serious recorded cases of gender-based violence and/or sexual exploitation. Gender-based violence protocols in place.	Solicitation and contracting documentation should include provisions of prohibited practices and IFAD self certification requirements.

## **PART IV: ANNEXES**

## **ANNEX 1. STAFF PERFORMANCE ASSESSMENT**

### **1.0 Introduction**

SADEP will adopt a robust goal-oriented performance evaluation approach aligned to the project overarching development goal with direct contributions traced to the Annual Work Plan and Budget. The aim is to enhance efficiency and effectiveness of project operations, ensure project indicators are achieved within the project planning cycle, identify performance obstacles and critical areas for project performance improvement and to timely develop and implement performance improvement plans. This is expected to contribute to the project's success and sustainability and the approach has various benefits for the staff members and the project, such as creating a positive culture, enhancing skills and competencies, boosting performance and motivation, and improving quality and effectiveness.

### **2.0 Project performance assessment**

#### **i. Project staff**

The project will conduct annual performance appraisal at 2 tiers. The first level is evaluating project staff performance through self-assessment and peer review at mid-term and end of year. The starting point for performance assessment is the development of indicators pegged on the AWPB for every fiscal year (July to June in South Sudan). These indicators should reflect the expected results and outputs of the project components, as well as the roles and responsibilities of each project staff. The indicators need to be SMART and aligned with the project's logical framework and theory of change. Based on the assessment findings, the supervisor and staff will jointly develop performance improvement plan to help employees reach their expectation, improve productivity, quality, and satisfaction.

The role and responsibility of project supervisors in staff appraisal include supporting staff develop indicators; conduct annual performance evaluation in a transparent and consultative manner; prepare and share the performance evaluation report with the staff in a timely and in a standard format; highlight the achievements and challenges and provide recommendations for improvement and receive feedback from the staff on their performance and satisfaction.

### **Summary of Staff performance assessment process**

#### **Step 1: Develop KPIs**

- Based on staff proficiency, develop Key Performance Indicators (KPI) derived from the project Annual Work Plan and Budget for the year.
- Assign percentage to each activity depending on the level of technicality. With most technical having higher scores.
- Review and approval of the KPIs jointly with the direct supervisor.

#### **Step 2: Performance evaluation areas of focus**

- Technical competence
- Quality of delivery
- Efficiency and effectiveness
- Level of technicality
- Teamwork
- Communication

#### **Step 3: Performance rating scale**

Achievement of performance target	Rating scale	
Achievement higher than 100% of the agreed performance targets.	Excellent	101%
Achievement up to 100% of the agreed performance targets.	Very good	100%
Achievement between 80% and 99% of the agreed performance targets.	Good	80%-99%
Achievement between 60% and 79% of the agreed performance targets. Fair	Fair	60% - 79%
Achievement up to 59% of the agreed performance targets.	Poor	59%

#### **Step 4: Staff motivation**

- Staff with scores rated exceptional needs to be encouraged to maintain outstanding performance through different motivation strategies. This could include giving priority to outstanding staff to take part in regional trainings, exchange learning visits.
- While staff rated below 60% for consecutive 2 fiscal cycles require performance improvement plan.

#### **Step 5: Performance Improvement Plan (PIP):**

- Identify performance issue and gather evidence to support it.
- Communicate the issue to the employee and invite them to a meeting to discuss the PIP.
- Jointly draft the PIP document with the employee, outlining the goals, expectations, actions, timeline, resources, and consequences.
- Monitor and review the progress of the employee, providing regular feedback and coaching, and adjusting the PIP as needed.
- Evaluate the outcome of the PIP, recognizing the achievements and addressing the challenges, and deciding the next steps.

#### **Step 6: Performance Development Plan**

- Engaging staff in training, coaching, mentoring, peer learning and exchange visits
- Technical support through missions

### **ii. Project partners performance evaluations**

The second tier is evaluating the performance of project implementing partners including the SPCU MAFS, assessed through progress achieved on each component indicators. This will be done annually during project supervision mission to track progress and identify any implementation related issues or challenges that may require urgent attention.

#### **Performance rating parameters for implementing partners.**

##### **a. Coherence between AWPB and implementation**

Rating	Scale	Description
Highly satisfactory	101%	<ul style="list-style-type: none"> <li>• At least 90% of activities planned in the AWPB are carried out on time and within budget. Expected results linked to budget.</li> <li>• The AWPB planning process considers the previous years' experience and the AWPB is used as a management tool</li> </ul>

Satisfactory	86-100%	<ul style="list-style-type: none"> <li>Minor problems in meeting targets, but generally within limits of the budget. Implementation is generally on target, with about 80% of activities carried out on time.</li> <li>Results can usually be traced to budget. Some use of previous years' experience in preparation of AWPB.</li> </ul>
Moderate satisfactory	70-85%	<ul style="list-style-type: none"> <li>Some problems in meeting targets and staying within limits of the budget, about 70% of activities conform to AWPB.</li> <li>Linkage between budget and results not always clear. Little use of previous years' experience in preparation of AWPB</li> </ul>
Unsatisfactory	60-69	<ul style="list-style-type: none"> <li>Major problems in adhering to the AWPB both in terms of timeliness and budgeting of activities with no corrective action put in place.</li> <li>Project implementation has been negatively affected less than 60% of targets met.</li> <li>AWPB not being used as the basis for project management. Appropriate corrective measures being put in place</li> </ul>
Highly unsatisfactory	Below 59%	<ul style="list-style-type: none"> <li>No coherence between AWPB and implementation.</li> </ul>

#### b. Partnership building,

Rating	Scale	Description
Highly satisfactory	101%	<ul style="list-style-type: none"> <li>The project has developed and is implementing a clear strategy for leveraging those partnerships towards the goals and objectives of the project.</li> <li>The partners work together in an effective, transparent, equitable and mutually beneficial way and express high levels of satisfaction regarding their partnership with the project.</li> <li>Significant and clearly documented results are generated in terms of private sector coordination and engagement</li> </ul>
Satisfactory	86-100%	<ul style="list-style-type: none"> <li>The project has developed and is implementing a clear strategy for leveraging those partnerships towards the goals and objectives of the project.</li> <li>Partners express satisfaction regarding their partnership with the project and typically work together in an effective, transparent, equitable and mutually beneficial way.</li> <li>Documented results are generated in terms of private sector (good private sector partnerships which have led to increased private sector investments) coordination and engagement</li> </ul>
Moderate satisfactory	70-85%	<ul style="list-style-type: none"> <li>The project does not necessarily have a specific strategy for leveraging those partnerships.</li> <li>Partners express moderate satisfaction regarding their partnership with the project and typically work together in a somewhat effective way.</li> </ul>

		<ul style="list-style-type: none"> <li>Results have been generated in terms of private sector (some private sector partnerships are benefitting the project target groups), coordination and engagement.</li> </ul>
Unsatisfactory	60-69	<ul style="list-style-type: none"> <li>The project team engages in limited collaboration with other institutions or initiatives, working largely in isolation.</li> <li>Potential partners have not been identified and there is no strategy in place.</li> <li>Limited (if any) partnership results have been achieved. Limited or no efforts are being made to improve partnership-building.</li> <li>Partners (if any) express dissatisfaction regarding their partnership with the project.</li> </ul>
Highly unsatisfactory	Below 59%	<ul style="list-style-type: none"> <li>No partnership building efforts have been made.</li> <li>Other institutions or initiatives which could have been potential partners are unaware of the project and/or have a negative opinion of it.</li> </ul>

### Quality of project management

Rating	Scale	Description
Highly satisfactory	101%	<ul style="list-style-type: none"> <li>Project management is proactive in addressing implementation issues. Arrangements streamlined and improved upon from final design.</li> <li>Project Committees (NAC, NTC and STC) is pro-active in problem resolution and provides meaningful directions to project management.</li> <li>All positions are filled with competent and committed staff.</li> </ul>
Satisfactory	86-100%	<ul style="list-style-type: none"> <li>Project management addresses implementation issues.</li> <li>Arrangements in line with final design with only minor problems experienced.</li> <li>Project Committees (NAC, NTC and STC) meet as required and if requested will try to resolve problems; some advice provided to project management.</li> <li>All key positions filled with competent staff.</li> </ul>
Moderate satisfactory	70-85%	<ul style="list-style-type: none"> <li>Project management reactive in addressing implementation issues, and moderate problems experienced.</li> <li>Project Committees (NAC, NTC and STC) fulfil only its statutory requirements, providing limited assistance in resolving problems and/or little guidance on Implementation issues.</li> <li>Some key positions not filled, and/or excessive staff rotation adversely affects implementation</li> </ul>
Unsatisfactory	60-69	<ul style="list-style-type: none"> <li>More severe problems in project management with no corrective actions</li> <li>Significant delays in project implementation jeopardize achievement of development objective.</li> <li>Project Committee (NAC, NTC and STC) meet occasionally; provides little assistance in problem resolution and no guidance on implementation issues.</li> </ul>



		<p>Acceptable measures being taken to strengthen managerial capacity.</p> <ul style="list-style-type: none"> <li>• Many positions not filled or filled with inexperienced staff.</li> </ul>
Highly unsatisfactory	Below 59%	<ul style="list-style-type: none"> <li>• Severe problems in project management.</li> <li>• Implementation issues not addressed in timely or effective manner.</li> <li>• Project Committees do not function.</li> <li>• Achievement of development objective(s) highly doubtful.</li> </ul>

### c. Value for money,

Rating	Scale	Description
Highly satisfactory	101%	<ul style="list-style-type: none"> <li>• Project implementation is highly efficient, and the project investments represents excellent value for money or achieved more than anticipated.</li> <li>• All project activities are implemented within schedule or ahead of time and within budget or using fewer financial resources than anticipated. The b/c ratio is positive (MTR</li> </ul>
Satisfactory	86-100%	<ul style="list-style-type: none"> <li>• Project implementation is efficient, and the project investments represents good value for money.</li> <li>• Most project activities are implemented within schedule, and certain ahead of time and at reasonable cost. The b/c ratio is positive (MTR</li> </ul>
Moderate satisfactory	70-85%	<ul style="list-style-type: none"> <li>• Project implementation is somewhat efficient the project investments represent satisfactory value for money.</li> <li>• Some project activities are implemented with delays or exceeded a realistic budget, and the b/c ratio is slightly higher than 1 (MTR</li> </ul>
Unsatisfactory	60-69	<ul style="list-style-type: none"> <li>• Project implementation is inefficient. Project investments show no value for money.</li> <li>• Most project activities are implemented with large delays or exceeded a realistic budget. and the b/c ratio is equal or lower than 1 (MTR).</li> </ul>
Highly unsatisfactory	Below 59%	<ul style="list-style-type: none"> <li>• Project implementation is highly inefficient.</li> <li>• Most project activities are implemented with significant delays or exceeded by far a realistic budget, leading to project extension or budget amendments. The b/c ratio is lower than 1 (MTR). The value for money is negative</li> </ul>

### d. Quality of financial management

Rating	Scale	Description
Highly satisfactory	101%	<ul style="list-style-type: none"> <li>• The financial management arrangements have fully met or exceeded requirements and can be regarded as best practice.</li> <li>• Organisation and Staffing: Staff with appropriate qualifications and professional experience are in place throughout the project period.</li> <li>• Budgeting: Yearly financial budgets are available for project activities and actual expenditures effectively monitored and all variations followed up.</li> </ul>

		<ul style="list-style-type: none"> <li>• Funds Flow: Fund flows from all financing sources have been disbursed to appropriate project and end-beneficiaries timely and efficiently. Designated account transactions have been fully documented and reconciled.</li> <li>• Internal Controls: Appropriate internal controls over project expenditures and assets are in place and function effectively. Audit management letters do not indicate any internal control weaknesses.</li> <li>• Accounting: Accounting systems are reliable, accurate and adhere consistently to acceptable accounting standards.</li> <li>• Financial reporting &amp; Monitoring: Complete, accurate and reliable financial reports of all financing sources and uses of funds have been generated regularly through the year to enable monitoring of financial progress. Audit opinion on financial statements, including if required, other opinions as mandated by IFAD (e.g. opinion on designated account and Statements of Expenditure (SOEs)) are unqualified, or with immaterial/ minor qualifications, and consistent with the IFAD Handbook on Financial Reporting and Auditing of IFAD-funded Projects.</li> <li>• Internal Audit: Internal audit arrangements with adequate scope and quality and are effective. All recommendations of internal audit are followed through by the project in a timely manner</li> </ul>
Satisfactory	86-100%	<ul style="list-style-type: none"> <li>• There are minor shortcomings in financial management arrangements, requirements were met with only minor delays or setbacks.</li> <li>• Organisation and Staffing: Staff with appropriate qualifications and professional experience are in place through most of the project period.</li> <li>• Budgeting: Yearly financial budgets are available for project activities and actual expenditures often monitored and most significant variations followed up.</li> <li>• Funds Flow: Fund flows from all financing sources have been disbursed to appropriate project and end-beneficiaries timely and efficiently. Designated account transactions have been fully documented, though a few reconciliation items were outstanding.</li> <li>• Internal Controls: Appropriate internal controls over most project expenditures and assets are in place and function effectively, with a few exceptions. Audit management letters do not indicate any material internal control weaknesses.</li> <li>• Accounting: Accounting systems are generally reliable, accurate and adhere consistently to acceptable or equivalent accounting standards.</li> <li>• Financial Reporting &amp; Monitoring: Complete, accurate and reliable financial reports of most financing sources and uses of funds have been generated regularly through most of the year to enable monitoring of financial progress. Audit opinion on financial statements, including if required, other opinions as mandated by IFAD (e.g. opinion on designated account and SOEs) are unqualified or even if it is qualified has only immaterial/minor qualifications, and is consistent with the IFAD Handbook on Financial Reporting and Auditing of IFAD-funded Projects.</li> </ul>

		<ul style="list-style-type: none"> <li>Internal Audit: Internal audit arrangements exist, with adequate scope and quality, but there are some exceptions. Most recommendations of internal audit are followed through by the project in a timely manner</li> </ul>
Moderate satisfactory	70-85%	<ul style="list-style-type: none"> <li>There are moderate shortcomings in financial management arrangements requirements were met but delays or set - backs were experienced.</li> <li>Organisation and Staffing: Several did not have required qualifications and/or professional experience or have not been in place through most of the project period.</li> <li>Budgeting: Yearly financial budgets are available for project activities, but monitoring of actual expenditures not fully effective, and significant variations need stronger and consistent follow up.</li> <li>Funds Flow: Fund flows from all financing sources have been disbursed to appropriate project and end-beneficiaries with some delays and inefficiencies. Designated account transactions have been fully documented though some reconciliation items were outstanding.</li> <li>Internal Controls: Appropriate internal controls over most project expenditures and assets are in place, but some aspects did not function effectively. Audit management letters indicate some material internal control weaknesses but follow up action has been taken.</li> <li>Accounting: Accounting systems are reliable and accurate with some exceptions, and in most respects adhere to acceptable or equivalent accounting standards.</li> <li>Financial Reporting &amp; Monitoring: Complete, accurate and reliable financial reports of most financing sources and uses of funds have been generated through most of the year to enable monitoring of financial progress. Any Audit opinion on financial statements, including if required, other opinions as mandated by IFAD (e.g. opinion on designated account and SOEs) while qualified, is largely consistent with the IFAD Handbook on Financial Reporting and Auditing of IFAD-funded Projects.</li> <li>Internal Audit: Internal audit arrangements exist but have operated inconsistently with the required scope and quality. Some recommendations of internal audit are followed through by the project.</li> </ul>
Unsatisfactory	60-69	<ul style="list-style-type: none"> <li>There are significant shortcomings in financial management arrangements; few targets/requirements met. Issues/constraints remain unresolved, or resolution is uncertain.</li> <li>Organisation and Staffing: Most staff did not have appropriate qualifications or professional experience or have not been in place through most of the period.</li> <li>Budgeting: Yearly financial budgets are available for project activities, but actual expenditures were not being monitored against budgets, and significant variations were not followed up.</li> <li>Funds Flows: Fund flows from a significant share of financing sources have not been disbursed timely and efficiently to appropriate project and end -beneficiaries. Many designated account transactions have not been fully documented or reconciled.</li> </ul>

		<ul style="list-style-type: none"> <li>• Internal Controls: Appropriate internal controls over many project expenditures and assets are not in place or do not function effectively. Audit management letters indicate material internal control weaknesses, and no follow up action has been taken or actions incomplete.</li> <li>• Accounting: Accounting systems often unreliable and prone to errors, and in most respects do not adhere to any acceptable accounting standards.</li> <li>• Financial Reporting &amp; Monitoring: Financial reports were not generated throughout the year or were sometimes incomplete and unreliable. Audit opinion on financial statement, including if required, other opinions as mandated by IFAD (e.g. opinion on designated account and SOEs) is a disclaimer or adverse, and/or is not consistent with the IFAD Handbook on Financial Reporting and Auditing of IFAD-funded Projects.</li> <li>• Internal Audit: Internal audit arrangements do not exist, or have not operated thorough most of the period</li> </ul>
Highly unsatisfactory	Below 59%	<ul style="list-style-type: none"> <li>• Organisation and Staffing: No staff had appropriate qualifications or professional experience.</li> <li>• Budgeting: Yearly financial budgets are not available for project activities. There is a significant risk of ineligible activities being financed.</li> <li>• Funds Flows: Fund flows from all financing sources have either not been disbursed or are disbursed with significant delays. Designated account transactions have not been fully documented and reconciled.</li> <li>• Internal Controls: Appropriate internal controls over most project expenditures and assets are not in place.</li> <li>• Audit management letters indicate material internal control failures, and no actions are being taken.</li> <li>• Accounting: Accounting systems are unreliable and often contain errors, and do not adhere to acceptable accounting standards</li> <li>• Financial Reporting &amp; Monitoring: Financial reports were not generated or were incomplete and unreliable. Audit opinion on financial statement, including if required, other opinions as mandated by IFAD (e.g. opinion on designated account and SOEs) is adverse, and/or is not consistent with the IFAD Handbook on Financial Reporting and Auditing of IFAD-funded Projects.</li> <li>• Internal Audit: Internal audit arrangements do not exist.</li> </ul>

#### e. Quality of procurement management

Rating	Scale	Description
Highly satisfactory	101%	<ul style="list-style-type: none"> <li>• Procurement is timely and efficient and in full compliance with IFAD Procurement Guidelines and Handbook (G&amp;H).</li> <li>• Procurement plan is prepared on time and consistent with guidelines.</li> <li>• Documentation and decisions of the highest quality.</li> <li>• Application of procurement procedures is transparent.</li> </ul>
Satisfactory	86-100%	<ul style="list-style-type: none"> <li>• Minor difficulties experienced in procurement.</li> </ul>

		<ul style="list-style-type: none"> <li>• in general procurement is consistent with IFAD Guidelines and Handbook.</li> <li>• Documentation and decisions generally of good quality.</li> <li>• Application of procurement procedures is transparent.</li> <li>• Moderate difficulties experienced in procurement and in the submission of the procurement plan.</li> </ul>
Moderate satisfactory	70-85%	<ul style="list-style-type: none"> <li>• Moderate difficulties experienced in procurement and in the submission of the procurement plan.</li> <li>• Procurement sometimes not in compliance with approved plan.</li> <li>• Documentation and decisions of moderate quality.</li> <li>• Application of procurement procedures is in general transparent.</li> </ul>
Unsatisfactory	60-69	<ul style="list-style-type: none"> <li>• Delays have been experienced in procurement more than one year and have negatively affected implementation. Procurement plan submitted late.</li> <li>• Procurement often not in compliance with IFAD Procurement Guidelines and Handbook.</li> <li>• Application of procurement procedures is not transparent. Corrective action is being taken</li> </ul>
Highly unsatisfactory	Below 59%	<ul style="list-style-type: none"> <li>• Application of procurement procedures is not transparent, and corruption is a serious concern.</li> </ul>

In the event that the project partner demonstrated unsatisfactory and highly unsatisfactory results for 2 consecutive cycles particularly on the Fiduciary aspects, IFAD will consider suspension or cancellation of the project.

## **ANNEX 2. SCOPE OF WORK FOR THE IMPLEMENTING AGENCY**

To be inserted.

## **ANNEX 3: TERMS OF REFERENCE FOR THIRD-PARTY IPS STAFF**

### **I. Project Manager**

The Project Manager will have the overall responsibility for the day-to-day activities of the project. He/she will coordinate implementation of activities with other projects engaged in support for similar/related themes.

#### **Specific Responsibilities:**

- a) Overall responsibility for an efficient implementation of the project and in accordance with IFAD/government procedures;
- b) Lead the process of preparing SADEP AWPBs and procurement plans for approval by the project's oversight body;
- c) In liaison with the Procurement Officer, ensure that contractors are meeting their obligations and are paid only for agreed deliverables;
- d) Liaison with other institutions for all aspects related to the project, especially the development and maintenance of partnerships with related programmes and projects;
- e) final accountability for operation of project bank accounts;
- f) Provide overall strategic guidance to other project staff related to all aspects of SADEP implementation;
- g) Coordinate and supervise functions and activities of the project staff, ensuring that work disciplines and ethics are adhered to;
- h) Coordinate and follow up on the activities of the officers responsible for implementation of Project technical components to ensure effective delivery of Project activities;
- i) Ensure timely and appropriate reporting on progress and problems of project implementation and submit progress reports to MAFS on agreed deadlines;
- j) Providing leadership, guidance, enthusiasm and catalytic input to all levels of Project participants and activities, whenever appropriate;
- k) Ensure that the IA staff and all consultants and contractors engaged by comply with the project's gender and targeting strategies;
- l) Approve all procurement and accounting transactions performed by the IA that are within the authorised threshold, and facilitate disbursement of project funds needed for the implementation of SADEP; and
- m) Undertake any other responsibility that will ensure smooth and effective implementation of the project.

#### **Qualifications and experience:**

- a) The Project Manager will have at least 10 years of work experience in planning, management, administration and implementation of rural livelihood improvement, agricultural or rural development Projects in the public, private or NGO sectors and specific exposure to commercial/private sector practice in service contracting, performance monitoring and financing;
- b) He/she must have a Master's degree in Agricultural Science, Agricultural Economics, Economics, Development Studies, or any equivalent qualification;
- c) Post qualification in Project Management will be an added advantage;
- d) Should have at least 2 years' experience working in South Sudan.

## II. Financial Management Officer

a) **Job Purpose:** The Project Finance Manager will be required to design and implement the necessary accounting and financial management systems to address the Project's needs in responding to the objectives. The systems to be designed, should focus on but should not be limited to budgeting, accounting, internal control, reporting and external auditing.

b) **Key responsibilities:**

- Develop, implement, modify, and document record-keeping and accounting systems, making use of the accounting software - implement the accounting software;
- Prepare, examine, and analyze accounting records;
- Perform or ensure regular reconciliations are prepared for relevant account balances for review and endorsement by the Project Coordinator;
- Prepare examine, and analyze monthly, quarterly (Quarterly Interim Financial Reports) and annual financial reports;
- Analyze operations, trends, costs, incomes, financial commitments, and obligations, so as to prepare Project and provide advice to the Project Coordinator accordingly;
- Develop, maintain, and analyze budgets comparing budgeted costs to actual costs on periodic basis;
- Prepare or update existing forms and manuals for accounting and bookkeeping personnel, and direct their work activities;
- Ensure and maintain a proper filing system for Project accounting records;
- Ensure compliance with relevant financial procedures, guidelines and standards;
- Initiate or conduct inventories and other relevant controls on assets;
- Supervise the work of Accountants or any other accounting staff assigned to the Project;
- Compile and consolidate SOEs for the PCU and review SOEs for the IA for approval;
- Liaising with the Accountants and Procurement officers at PCU and IA to ensure that SOEs withdrawal applications are prepared on time;
- Survey operations to ascertain accounting needs and to recommend, develop, and provide solutions to financial problems;
- Advise Project management about issues such as resource utilization and other matters pertaining to financial management;
- Prepare the Project for external audits within the stipulated time-frames;
- Help build SADEP's capacity in accounting and financial management.

c) **Reporting.**

The Project Finance Manager shall be a member of the Project coordination team and shall report to the Project Coordinator.

d) **Qualification and Experience:**

- A Bachelor's Degree in Accounting from a recognized university;
- Additional professional qualification such as CPA, ACCA, etc are a requirement;
- Must possess at least 7 years of experience in accounting and financial management of which at least 5 years must be working experience with donor-funded Projects/projects;
- Must be computer literate with demonstrable proficiency in Microsoft Word and Excel and any other relevant application including accounting software;
- Must have excellent writing, presentation and interpersonal skills, excellent analytical skills and ability to effectively communicate with a broad range of audiences



### III. Monitoring & Evaluation and Knowledge Management Officer

Reporting to the Project Coordinator of the IA, the Monitoring, Evaluation and Knowledge Management Specialist will have the overall responsibility for the coordination of the timely establishment, operation, and maintenance of the project M&E and learning system; for the monitoring and evaluation of progress; generation of knowledge and evidence; and for the communication of programme activities, achievements and lessons learned. He/she will be responsible for the following:

- a) Coordinate the baseline, midterm, end-term surveys, and project completion reports.
- b) Set up the M&E system for the Programme:
  - i. Revise the project logframe matrix and include gender sensitive indicators.
  - ii. Assist in developing the results oriented-AWPB.
  - iii. Develop the overall framework for the project M&E.
  - iv. Guide the process of reporting against the project key indicators.
  - v. Prepare M&E matrix.
- c) Set up an MIS system that entails:
  - i. Development of formats (for data collection, analysis, and interpretation) to track project inputs and its results.
  - ii. Coordinate with other staff, to ensure MIS system is appropriately designed and implemented such that they enable data-rich knowledge management, captures and analyses disaggregated data on gender and social inclusion parameters.
  - iii. Define requirements for use of software for MIS and off-line tablet-based devices.
- d) Provide technical assistance to recruit, guide and supervise organisations or individuals contracted to implement surveys and studies required for evaluating project effects and impacts.
- e) Develop a capacity-building plan on M&E for the project staff and implementing partners, including:
  - i. Development of training modules for different stakeholders and partners.
  - ii. Development of operation manuals/guidelines on M&E processes.
  - iii. Use of software for MIS and GIS required for the functioning of the MIS system.
  - iv. Train M&E staff of beneficiary States
- f) Design, at the start-up, Programme communication strategy, geared towards the target group and stakeholders, programme implementers, and to a wider public, both within Kenya and outside.
- g) Develop a functional approach for prioritising and implementing Knowledge Management activities and for developing and disseminating knowledge tools and products.
- h) Assist the Programme Coordinator in consolidating gender sensitive project progress reports.
- i) Advise the Senior Management by identifying areas of concerns that might justify a review of the programme M&E and KM systems and/or implementation arrangements, including adverse effects on target groups as a result of project implementation, and suggest remedial measures if necessary.
- j) Undertake regular field visits to follow-up recommendations made from previous supervision missions and support the project implementation in other ways as requested by the Project Coordinator.

- k) Take lead in the preparation of periodic M&E reports and the project completion report.
- l) Take lead in the preparation of the Project Annual Work Plan and Budget
- m) Carry out any other relevant duties as may be assigned by the Project Coordinator.

### ***Minimum Requirements***

- a) Holder of a Postgraduate Degree in any of the following fields: Monitoring and Evaluation, Demography, Population Studies, Statistics, Economics, rural development or any other related subjects from a reputable University.
- b) The Specialist must have demonstrated experience in designing and implementing M&E systems in a multi- faceted rural development Project.
- c) Demonstrated experience in data processing and management of large-scale surveys.
- d) Demonstrated experience of at least 3 years of application of Computer statistical packages and/ or data analysis software (e.g. SAS, SPSS, and Advanced Excel) and basic computer skills (word-processing, power point, and databases) are a must.
- e) At least (Eight) 8 years direct experience in a position of monitoring and evaluation of rural development and national Projects
- f) Possession of additional training in impact evaluation, familiarity with the operations and use of IT in monitoring and evaluation are added advantages.
- g) Strong experience in conducting research studies including the entire evaluation cycle, from design and formulation to implementation, analysis and presentation of results and recommendations.
- h) Good oral and written communication skills. Should be fluent in English.
- i) Proven high level of integrity in handling public resources and in executing duties.
- j) A high level of interpersonal and management skills and ability to work with teams.
- k) Must be result focused and be able to work under pressure and tight deadlines.
- l) High level of integrity

### ***Other Requirements***

- a) Strong knowledge in the development of performance-based indicators.
- b) Demonstrated experience in the techniques of data collection, data entry, data analysis and design of management information systems to facilitate the planning and decision- making processes within the institution/s.
- c) Working knowledge of written and spoken English and Kiswahili
- d) Excellent analytical and report writing skills.
- e) Excellent spoken and written English.
- f) Strong knowledge of computer applications, particularly MS Excel, Word, Access and PowerPoint, STATA and other software packages for data analysis and technical reports.
- g) Data management and analysis and reporting in Rural Finance Projects
- h) Capacity building and training in M&E development and implementation,
- i) Use of Geographic Information Systems technologies, and
- j) Knowledge management strategy development.

### **Performance indicators**

- a) Monitoring & Evaluation system of SADEP developed and implemented.
- b) Project Implementation Teams trained in monitoring & evaluation.
- c) Data collection, reporting and learning among all components coordinated.
- d) Quarterly, bi-annual, annual and thematic Reports prepared.
- e) Monitoring the progress of ongoing project activities.
- f) Design the implementation of studies, MTR and end of project evaluation.

#### **IV. Procurement Officer**

The Procurement Officer will be responsible for all procurement under the Project and for maintaining all procurement documentation in good order, except those related to Subcomponent 3.1.

##### **Specific responsibilities:**

- a) Installation of appropriate procurement systems and procedures for effective planning and monitoring of procurements under the Project;
- b) Communicate to all implementing entities and service providers their responsibilities and requirements with respect to procurement in keeping with IFAD requirements and the prevailing government practices that are acceptable to IFAD;
- c) Preparation and consolidation of the annual Procurement Plan;
- d) Monitor implementation of contracts: report status and problems to the Project Manager, and intervene to address problem upon request by the Project Manager;
- e) Maintain all procurement records in a form appropriate for regular auditing;
- f) Ensure that goods and services financed have been procured in accordance with the grant/loan agreement;
- g) Coordinate preparation of ToRs for consultancy services and technical specifications for all procurements, in conjunction with the relevant technical government personnel;
- h) Undertake local shopping for goods and services where this falls within the procurement guidelines;
- i) Prepare tender documents in the required format and advertising or inviting bids from qualified (or pre-qualified) suppliers;
- j) Convene and support bid evaluation committees to undertake technical evaluation of bids or proposals for supply of goods and services. Ensure that Evaluation Committees have people with appropriate expertise;
- k) Approve progressive payments to contractors against the agreed milestones or outputs;
- l) Maintain a register of approved suppliers for smaller items procured locally;
- m) Prepare quarterly and annual reports of progress with implementation of the Procurement Plan, and regularly inform the Project Manager of problems and make proposals to overcome bottlenecks; and
- n) Carry out any other activities that are assigned by the Project Manager.

##### **Qualifications and experience:**

- a) A Master's degree in purchasing and supply, economics, finance or law; or equivalent management qualification with significant training and practical experience in procurement within government projects supported by international financial institutions;
- b) He/she will have a sound understanding of procurement within the South Sudanese environment and the protocols and procedures applying to internationally financed programmes and projects in the country;
- c) He/she would have at least 8 years of work experience in procurement and contracting preferably; and
- d) The job holder must possess advanced working knowledge and skills of MS Office (MS Word, MS Excel and MS Access).

**Competencies:**

- a) Ability to work well in teams and to interact with a wide range of private sector partners and government representatives;
- b) Knowledge of work planning and reporting;
- c) Excellent analytical skills;
- d) Honesty and Integrity;
- e) Strong written and oral communication skills in English; and
- f) Able to work independently, with limited supervision.

## **V. Senior Rural Infrastructure Engineer**

### Key Duties and Responsibilities:

The SADEP Implementing Partner (IP) Senior Rural Infrastructure Engineer (RIE) will be reporting to the IP Project Manager (PM) and will be responsible for the full implementation of Sub-component 2.1 activities. Specifically, the RIE will be expected to:

- Participate in the Annual Work Planning & Budgeting of the Project and produce the infrastructure related plans & budgets;
- Contribute to potential interventions identification, screening and prioritization;
- Develop the Terms of Reference (ToRs) for the consulting firms (consultants) to be contracted to design and supervise the infrastructure related works (water and irrigation infrastructure, roads rehabilitation, fish landing sites, cold storage and drying facilities, etc.);
- Manage the contracting and supervision of the consultants;
- Review the consultants design reports, including drawings, technical specifications, Bill of Quantities (BoQs) and cost estimates, to ensure completeness and compliance with policies, guidelines & standards;
- Verify and approve consultants' invoices;
- Take part in the bidding process of infrastructure related construction/rehabilitation by: contributing to the preparation of bidding documents, tendering of works, providing clarifications to bidders, technical and financial evaluation of bids and recommendation for the award of contracts;
- In collaboration with the Procurement Officer, manage the contracting process for the infrastructures related construction/rehabilitation contracts;
- Before infrastructure works begin, verify and approve the project implementation plan presented by the contractor;
- Monitor the construction progress and compliance with the contract specifications, implementation plans and timeframe to ensure that planned time, cost and quality are adhered to. Additionally, ensure the supervising consultants are performing as expected, receive and review construction progress reports, participate in periodic site meetings, verify and approve contractors' payments submittals (Interim Payment Certificates, Variation Orders, Completion Certificates, etc.) and manage notifications to the contractors (defects, liquidated damages, etc.) and any other issues as specified in the general and special conditions of contracts;
- Identify the required Operation and Maintenance (O&M) trainings for the different categories of infrastructure implemented, and supervise the delivery of the trainings as necessary;
- Participate in stakeholder meetings & workshops that are of interest to the implementation of infrastructure;
- Provide assistance to the PCU/IP to support the implementation of other SADEP activities requiring engineering advice and expertise;
- Produce scheduled progress reports on the implementation of the infrastructure activities;
- Assist the PCU/IP in the preparation and organization of the project implementation support missions, supervision missions and mid-term review mission, and implement missions recommendations and agreed actions related to sub-component 2.1;
- Any other functions as the PM may assign.

### Key Qualifications and experience:

- A minimum of a Bachelors' Degree in Infrastructure Engineering or an equivalent field;
- A minimum of ten (10) years general professional experience in rural infrastructure management, with specific focus on irrigation infrastructure or fishery related infrastructure and civil works;

- Proven experience and familiarity with field work related to rural communities development;
- Experience with projects funded by an international funding agency would be a strong advantage;
- Proven ability to interact competently with local authorities on issues relating to rural infrastructure development;
- Good oral and written communication skills in English;

## **VI. Fisheries Officer**

**Insert ToRS.**

## VII. Sorghum Production Systems Officer

### Insert ToRS.

**Sorghum Production Systems Officer** (SPSO) will be reporting to the IP Project Manager (PM) and will be responsible for the full implementation of Sub-component 1.2 and some 2.2 activities.

#### Scope of Work

- Conducting assessments of current sorghum, groundnut and sesame production systems including technology development and delivery, production, seed systems, crop management, harvesting and post-harvest handling processes
- Identifying key challenges and opportunities for improving productivity and production, considering ecological, social, and economic factors.
- Developing and implementing strategies and plans for a sustainable sorghum production system
- Work closely with the Research Department to source relevant technologies for improving the sorghum production system productivity from other technology development institutions in Eastern Africa.
- Providing technical support and capacity building to local stakeholders, including government agencies, farming communities, private sector and NGOs.
- Facilitating stakeholder consultations and promoting multi-stakeholder collaboration in sorghum production system management efforts.
- Monitoring and evaluating the effectiveness of sorghum production system management interventions and recommending adjustments as needed.
- Contributing to the development of policy recommendations and action plans for a sustainable sorghum production system management.

**Deliverables:** The SPSO will be expected to deliver the following:

- Comprehensive assessment reports on current sorghum production system management practices and challenges.
- Sorghum production system management strategies and action plans tailored to the specific needs of the target area.
- Training and promotional materials, guidelines, and manuals for capacity building initiatives.
- Progress reports on implementation activities, including monitoring and evaluation results.
- Assist the PCU/IP in the preparation and organization of the project implementation support missions, supervision missions and implement missions recommendations and agreed actions related to sub-component 1.2 and 2.2.



- In collaboration with the Procurement Officer, manage the contracting process for the acquisition of required post-harvest equipment
- Policy recommendations and advocacy materials to support an improved sorghum production system governance.
- Any other functions as the PM may assign

**Qualifications:** The ideal candidate for this position should possess:

- A postgraduate degree (or equivalent) in either Agronomy, Plant breeding or a related field
- Extensive experience (minimum 5 years) working in Research, Extension or Training, preferably in [South Sudan/Eastern Africa].
- Strong technical knowledge of drought tolerant crops production systems (cereals and legumes) and climate smart agriculture and ecosystem-based management principles.
- Excellent written and oral communication in English and facilitation skills, with the ability to engage effectively with diverse stakeholders.
- Statistical skills, knowledge of computer applications and software for data collection, management and analysis desirable
- Aptitude to work collegially and collaboratively in diverse, multicultural environments

### **Terms of Reference for Sorghum Consultant**

**Objective:** The primary objective of this consultancy is to provide expertise and guidance in to both TIA team, research and extension to enhance the sustainability, productivity, and resilience of sorghum production in the target area.

**Scope of Work:** The Sorghum Expert will be responsible for:

- Support Research staff in identification and delivery of appropriate sorghum germplasm and associated technologies and practices
- Provide technical support in testing of new crop varieties and associated technologies
- Support capacity of building of Research staff in sorghum hands on crop improvement techniques
- Provide technical support in early generation seed production and variety maintenance
- Provide technical support in variety testing across target agro-ecologies
- Provide technical support and capacity in development of training materials, guidelines and manuals for the different components of the value chains
- Technical support in capacity building of TOTs

**Deliverables:** The Sorghum will be expected to deliver the following:

- Appropriate crop varieties and associated technologies
- Crop improvement capacity of research and extension staff
- Capacity of EGS supply and variety maintenance
- Suitable varieties and crop technologies identified for sorghum production system
- Training materials, guidelines, and manuals for capacity building initiatives.
- Progress reports on implementation of activities

**Qualifications:** The ideal candidate for this consultancy should possess:

- A postgraduate degree (preferably PhD) in crop improvement.
- Extensive experience (minimum 10 years]) working in crop improvement preferably in Eastern Africa.
- Strong technical knowledge of sorghum biology, production, seed systems, and post-harvest handling
- Proven expertise in developing and building sorghum value chain improvement and management strategies and policies.
- Excellent communication (written and oral) and facilitation skills, with the ability to engage effectively with diverse stakeholders.
- Experience working in interdisciplinary and multi-cultural teams.

### **Terms of Reference for Legumes Consultant**

**Objective:** The primary objective of this consultancy is to provide expertise and guidance in to both TIA team, research and extension to enhance the sustainability, productivity, and resilience of groundnut and sesame production in the target area.

**Scope of Work:** The Legumes Expert will be responsible for:

- Support Research staff in identification and delivery of appropriate groundnut and sesame germplasm and associated technologies and practices
- Provide technical support in testing of new crop varieties and associated technologies
- Support capacity of building of Research staff in sesame and groundnut hands on crop improvement techniques
- Provide technical support in early generation seed production and variety maintenance
- Provide technical support in variety testing across target agro-ecologies
- Provide technical support and capacity in development of training materials, guidelines and manuals for the different components of the value chains
- Technical support in capacity building of TOTs

**Deliverables:** The Legumes will be expected to deliver the following:

- Appropriate crop varieties and associated technologies
- Crop improvement capacity of research and extension staff
- Capacity of EGS supply and variety maintenance
- Suitable varieties and crop technologies identified for groundnut and sesame production system
- Training materials, guidelines, and manuals for capacity building initiatives.
- Progress reports on implementation of activities

**Qualifications:** The ideal candidate for this consultancy should possess:

- A postgraduate degree (preferably PhD) in crop improvement.
- Extensive experience (minimum 10 years]) working in crop improvement preferably in Eastern Africa.
- Strong technical knowledge of groundnut and sesame biology, production, seed systems, and post-harvest handling
- Proven expertise in developing and building groundnut and sesame value chains improvement and management strategies and policies.
- Excellent communication (written and oral) and facilitation skills, with the ability to engage effectively with diverse stakeholders.
- Experience working in interdisciplinary and multi-cultural teams.

## **ANNEX 4: TERMS OF REFERENCE FOR PCU STAFF**

### **Project Coordinator**

#### **Duties and reporting lines**

The Project Coordinator (PC) reports directly to the Director of PCU and will directly report to the Minister of Agriculture and Food Security. The PC serves as secretary of the National Technical Committee (NTC) and is also the Chairperson of the National Advisory Committee (NAC).

#### **Tasks and responsibilities**

- Responsible for overall coordination, planning, management, reporting, monitoring and evaluation of the Project;
- Ensure that Project implementation is results oriented, efficient and in compliance with relevant documents (financing agreement, project design report, project implementation manual, annual workplan and budget and other related documents);
- Coordinating and supervising the review and endorsement of annual work plan and budgets (AWPBs) and their timely submission to IFAD for No Objection;
- Mobilizing the required international and national technical assistance and overseeing their work;
- Coordinating the review of all project reports submitted by the Implementing Agency produced reports
- Ensuring recommendations of supervision missions are implemented and maintaining the general relationship with IFAD;
- Providing technical support to the state, payams, counties and other implementing agencies;
- Continuously assessing viability, profitability and targeting efficiency of the activities proposed by the project;
- Managing the PCU staff on a day to day basis.

#### **Qualifications and Experience**

- A Minimum of Master’s Degree in Economics, Agricultural Economics or a similar degree from a recognized university;
- At least 10 years work experience in managing agricultural or rural development projects;
- Knowledge of Programme Management cycles with emphasis on results-based work planning and budgeting;
- User efficiency of the Microsoft Office package (Word, Power Point, Excel);
- Fluent in English (written and oral) and good report writing skills;
- Demonstrated advocacy, communications and negotiations skills and ability to work both as a team member and as a team leader;
- Working knowledge of GoSS policies, operations and reforms;
- Experience of working with a multilateral partner an added advantage.

## Project Monitoring, Evaluation Knowledge and Management Officer

### Duties and reporting lines

SADEP will develop a results-based M&E system embedded into IA, state and county levels, for decision-making and learning. The M&E system will track, store, process and analyze the data related to implementation in order to measure the progress of the programmed activities and provide with useful information for the project management. The M&E functions will also include the following cross cutting issues: KM, social inclusion, capacity building, environment, and nutrition.

Under the supervision of the SADEP Coordinator, the M&E Senior Officer will be responsible for: (i) M&E tools development, (ii) implementation of planning, targeting, monitoring, evaluation and reporting related activities, (iii) training and coaching of the team in charge of M&E, (iv) mainstreaming of cross cutting issues, (v) field visits to check on result achievement.

### Tasks and responsibilities

The M&E officer will lead the planning and monitoring interventions of the Project, including managing the staff involved in these activities at both State, payam and county levels. S/He will also ensure timely and results-oriented planning and implementation of the Project. S/He will perform the following specific tasks:

- Promote the adoption of a results-based management: streamline approaches and tools and provide training and coaching to M&E team;
- Ensure the alignment and contribution of the M&E system to the GoSS and IFAD requirements (DSP monitoring system, ORMS, COSOP M&E, etc.)
- Orient and support the integration of cross cutting issues activities (KM, social inclusion, capacity building, environment, and nutrition) into project's interventions
- Design baseline, mid-term and end-line assessment methodologies, including data capture at outcome and impact levels
- Fine-tune and simplify into Excel-sheets the project result forecast (rule of indicator calculation) developed in the theory of change, logical framework, COSTAB, and EFA
- Develop and standardize templates for activity tracking as well as result consolidation and reporting based on the SADEP logical framework indicators; and train implementers in their use
- Ensure the information flow from local implementers, Counties, up to the SADEP Coordination
- Take the necessary measures to ensure that the M&E will be participatory and the indicators disaggregated as much as possible by gender and age
- Manage the AWPB preparation process and annual targets setting
- Guide the process of project progress and performance assessment, evaluate the relevant indicators and ratios of effectiveness and efficiency, match and follow-up the financial disbursement against the output and outcome achievement, adjust certain targets if required
- Identify capacity-building needs; implement training and coaching of key M&E staffs and implementers, including the beneficiaries especially for the participatory aspects (stakeholders' feedback)
- Organize consultancy missions to support technically the M&E team in term of tools development, training, and project result trend analysis
- Draft progress, results, and closing reports; and provide the necessary and essential information to the steering committee, MAFS, MoF, IFAD, counties, producer organizations, and other partners.

### Qualifications and Experience

- Master’s Degree in statistics, or economics, agronomy, veterinary.
- At least, 7 years of experience in M&E, KM&L, and capacity building
- Experience in conducting participatory M&E
- 3 years of relevant experiences in terms of information management, data processing and analysis
- Excel and IT skills
- Result focused, planner, organizer, and good writer
- Must possess excellent communication skills, both written and oral in English language

## Financial Management Officer

### Duties and reporting lines

Under the overall supervision of the Project Coordinator, the Financial Management Officer will be the principal actor in routine financial management of Project activities, responsible for the smooth flow and proper accounting of use of funds.

### Tasks and responsibilities

- Establishing the financial and administrative systems, formats and procedures, including those for service contracting, budgeting and accounts and audit;
- The liaison function for Project related activities, vis-a-vis financial management and control;
- Liaise with the IA and other service providers their financial responsibilities, the funds available and how to access it, and the requirements of reporting and record keeping in accordance with prevailing Government practices which are acceptable to IFAD
- In liaison with the IA, address financial aspects of preparation of the Project AWPBs;
- Operation of special and operational accounts in accordance with IFAD procedures.
- Process documentation and follow up on disbursements from the Government and IFAD to ensure that releases are not delayed;
- Liaise with IA to prepare and submit regular withdrawal applications to IFAD and follow up to ensure that the Project does not run short of liquidity;
- Follow up on all Project funds released to implementing entities and technical partners for timely retirement and proper utilization;
- Ensure compliance by contractors of all financial management related aspects;
- Preparation and submission of routine and ad-hoc financial reviews and reports as needed;
- Act as a counter-signatory to Project fund releases as required for Project financial transactions and also sign as witness to contracts for aspects related to Subcomponent 3.2;
- Maintain all accounting records in a form appropriate for regular auditing;
- Arranging, participating in and monitoring the conduct of all audits and reviews, and preparing the necessary reports; and
- Carry out any other activities that are assigned by the Project Coordinator.

### Qualifications and Experience

- Must possess a professional qualification such as ACCA or equivalent;
- A university degree in finance, accounting, business administration or economics would be an added advantage;
- The Financial Management Officer will have at least 8 years of work experience in the financial and administrative management of Projects or businesses with similar funding budgets and contractual complements similar to those under SADEP. This experience may have been in the public, private or NGO sectors, but specific private sector/commercial accountability and experience would be a pre-requisite for selection;
- The job holder must possess advanced working knowledge and skills of MS Office (MS Word, MS Excel and MS Access) and Knowledge of accounting packages (e.g. Accpac, Pastel, SUN Systems).

## Procurement Officer

### Job Purpose

The Procurement Officer has liaison responsibility for Procurement issues between the Implementing Agency and the Ministry of Agriculture and Fisheries (MAFS). Specific responsibilities include ensuring that all procurement activities done at the IA are in line with the approved Procurement plan and agreed on by the Ministry. The Procurement Officer works in close collaboration with the Procurement Officer at the IA, the project team members and the PCU members under MAFS.

### Key Responsibilities

- Ensure the all procurement plans are done based on the AWPB and the Programme needs/requirements in terms of procurements.
- Serve as a member of the Procurement Committee and evaluation committees.
- Ensure that IFAD ICP and NOTUS systems are used by the IA and ensure all procurements are updated in the system on a timely basis.
- Support in the preparation of bidding documents and related advertisements.
- Review all terms of reference and technical specifications prepared by technical staff.
- Briefing the ministry of all matters related to procurement on the project.
- Organize the bid opening, evaluation and selection processes and ensure minutes are done on a timely manner;
- Ensure reports are compiled and confidentially keep reports, documents, and records of all project procurement activities for transparency and ease of reference; maintain procurement files.
- Ensure the contract's registry is updated on a regular basis.
- Help prepare periodic reports on the status of procurement for the project and submit to PCU.
- Any other duties as may be assigned by the Project coordinator from time to time.

### Technical/Functional competencies

- Innovative Performer able to generate innovative solutions, assess risk, make decisions and take accountability for his/her actions.
- Leader able to combine strong management, organizational and leadership skills with insight, seeking continual improvement and collaborative engagement within the team; able to achieve results through motivating people and influencing partners.
- Planner/organizer able to meet tight deadlines in a high-pressure and high-energy environment; flexible and able to multi-task.
- Strong analytical skills.
- Strong verbal and written communication skills.

### Reporting

- The procurement officer will report to the Project Coordinator.

### Qualification and Experience.

**Education:** A degree in Economics, Logistics, Supply Chain Management, Operations Management, Finance or Engineering, Mathematics, or Statistics.

**Professional Qualifications:** CIPS or any other professional qualification in procurement is desirable.

**Experience:** Minimum of 5 years working experience in procurement within Government and/or donor



## Nutrition Specialist

Main responsibility: The nutrition specialist will be engaged in the Project Management Unit as a dedicated expert and focal point on nutrition with the responsibilities to coordinate and facilitate the implementation of the nutrition interventions defined in project/programme at national level. He/she will work closely with the IFAD nutrition focal points (country and regional) to ensure the operationalization of nutrition mainstreaming in the project investments. In general, 100 % of this staff time should be dedicated to the roles and responsibilities on nutrition.

### Specific duties:

- Conduct the analysis of food security and nutrition situation in the project locations and develop the project 's nutrition strategy;
- In close liaison with other PCU staff, ensure adequate integration of nutrition in the Project documents such as Project Implementation Manual during the start-up phase, M & E system, Annual Work Plan and Budget and Progress reports;
- In collaboration with the project M&E specialist and state/county level nutrition specialists, ensure adequate data collection on nutrition indicators and entry in the Project's M&E database (e.g. develop terms of reference for baseline/endline studies)
- In close liaison with the IFAD staff, support the documentation of best practices and lessons learned for in-country and global dissemination;
- Establish and maintain working relationships with the line ministries (such as agriculture, health, gender, education) to build synergy in nutrition-sensitive interventions in project interventions and establish coordination mechanisms;
- Support the coordinator to establish local partnerships on nutrition (UN, Private sector, CSO) to support implementation and technical assistance;
- Facilitate the implementation of nutrition activities in close collaboration with relevant stakeholders (e.g., implementing partners, extension workers, community service providers);
- Develop a nutrition communication strategy in the project interventions, including development of campaign messages, training events/forum, materials;
- Coordinate capacity building and training sessions on nutrition-sensitive interventions for project staff, implementers and extension workers;
- Track and document substantive data and information on food security and nutrition indicators and maintain regular progress reporting especially at supervision, midterm and completion;
- Work collaboratively with the project technical experts including gender, youth and climate in the implementation and documentation of interface on nutrition outcomes;
- Perform other duties as required in the overall operations of the project.

### Minimum qualifications and experience for Nutrition Specialist:

- ✓ Advanced University/college degree from an accredited institution in the field of Human Nutrition, food science or equivalent in a field related to food security.
- ✓ At least 2 years of experience in, and demonstrated understanding of food and nutrition initiatives in rural development. Knowledge of and experience in the country is preferable.
- ✓ Experience in training and capacity building is required. Knowledge on the interactions between nutrition, gender, youth and climate change is strongly desirable.
- ✓ Experience of interacting with a variety of internal and external stakeholders is desirable.
- ✓ Strong project management and coordination skills; and basic knowledge on M&E is desirable.

## Project Assistant

### Duties and reporting lines

Under the overall supervision of the Project Coordinator, the Project Assistant/Secretary will be responsible for providing Project management and administration support to the PCU.

### Tasks and responsibilities

- To effectively and efficiently provide secretarial services to PCU;
- Assisting the Project Coordinator with all Project communication issues, including the preparation and dissemination of the Project Publications Newsletter, and maintenance of the Project Website;
- Organizing, preparing and keeping records of proceedings of, and participating in Project meetings, which include Project Steering Committee Meetings, PCU Meetings and Annual Project Meetings; The minutes or records so prepared by the Project Assistant would have to be reviewed and sanctioned by the Project Coordinator prior to circulation;
- Assisting the Project Coordinator with following up implementation of recommendations of IFAD Supervision Missions;
- Making internal and external travel and accommodation arrangements as and when required for the PCU staff;
- Ensuring that all pieces of office equipment under the PCU are in good working condition through regular maintenance, and appropriate repairs;
- Keeping track of all utility bills and ensuring that these bills are paid on time;
- Establishing and maintaining both manual and electronic filing systems for safekeeping of Project records, contracts, personnel documents, etc.
- Managing office supplies;
- Managing incoming and outgoing correspondence;
- Maintaining the PCU Petty Cash;
- Monitoring motor vehicle usage through analysis of mileage and fuel usage;
- Preparing and maintaining an updated database on Project staff vacation and other forms of leave;
- Supervising the Project Driver,; and
- Carrying out any other Project tasks as may be assigned from time to time by Project Coordinator.

### Qualifications and Experience

- The job holder must possess a Grade 12 Full Certificate with at least credit or better in English;
- He/she must have a Diploma in Business Administration, Public Administration, Office Management, Project Management, or a relevant field with appropriate experience;
- Bachelor's Degree in Business Administration, Public Administration, Economics, Project Management or a relevant field will be added advantage;
- Have a minimum of 3 years of work experience in a similar position (e.g., Project Assistant, Project Assistant or Administrator);
- Have computer experience in Microsoft word, power point, excel and access, and electronic mailing;
- Be fluent in English with excellent writing skills; and
- Although project experience is not a critical requirement, experience in a similar or administrative position with donor or government funded projects, web site maintenance, and any relevant additional project management training will be added advantages.

## **Environmental and Social Safeguard Specialist**

### **1.0 SCOPE OF WORK**

The Environment, Social Safeguard Specialist main role is to ensure the effective implementation of the ESCMF. The Specialist will be engaged at SADEP Programme Management Unit.

The following TORs for environmental and social safeguards can be adapted for each level of operation,

Specific responsibilities and duties will cover three main areas of activity:

#### **Area (1):**

- Support, manage and co-ordinate the project’s SECAP risk management issues to ensure the implementation of the Environmental and Social and Climate Management Framework (ESCMF), Climate Risk Assessment (CRA), sub-project site specific Environmental and Social Management Plans (ESMPs), Environmental Checklists, SEP, etc.
- Evaluate needed updates as necessary to ensure that the project SECAP risk management instruments are always up to date, and
- Manage procedures including the establishment of an appropriate field structure to ensure the appropriate level of support to technical personnel.

#### **Area (2):**

Establish a Grievance Redress Mechanism/feedback mechanism and advising the Project and key stakeholders in the best practice of monitoring and reporting on the social and environmental impact of the project.

#### **Area (3):**

Support in the co-ordination of capacity building and training activities to ensure the principles and procedures for the Environmental and Social Management Framework (ESCMF) are well understood and complied with by stakeholders.

#### **Area (1): Project SECAP risk management instruments Implementation support**

- Continuously review and update the developed project SECAP risk management instruments in line with current SECAP developments.
- Support the Project in the co-ordination, management and implementation of the project SECAP risk management instruments in compliance with the SECAP Policies and the Government of Kenya’ Environmental standards.
- Support the Project in the development and rolling out of a SECAP risk management monitoring and reporting system against the Environmental and Social Management Framework (ESCMF) provisions.
- Support the line ministries to achieve the maximum SECAP risk management efficiency in their assigned tasks.

- Support the project to ensure that safety and health concerns of the workers and the general public are addressed during design, setting up/construction and implementation phases of the project.
- Provide assistance to SADEP and applicant communities in screening of proposed sub-projects and assigning environmental categories.
- Visit proposed sub-project sites to assess baseline conditions and potential site-specific impacts.
- Advise on anticipated environmental impacts and possible mitigation measures, and on the relevant type of environmental review to be undertaken and documentation to be prepared (e.g., sub-project specific Environmental Assessment and/or Environmental Management Plan).
- review sub-project specific environmental documentation and give recommendations as needed, to applicant communities and designers, for finalizing the documents.
- Participate in evaluation of sub-project proposals and advise on environmental eligibility and acceptability of proposals, based on guidance provided in the ESCMF and on personal experience.
- Working with SADEP Procurement staff, ensure that environmental compliance is incorporated as appropriate in contracts for goods and services (mainly civil works contracts) and ensure that contractors are fully aware of their responsibilities in this regard.
- During implementation of the approved sub-projects, undertake regular environmental monitoring and supervision to verify whether and how provisions of the project ESCMF and sub-project specific ESMPs are followed by all relevant stakeholders (designers, contractors, beneficiaries).
- Report regularly to the PMU Coordinator in writing on the results of monitoring visits, promptly identify any environmental issues or cases of non-compliance, and make recommendations for dealing with those issues. In conjunction with the PMU Coordinator, discuss compliance status and measures to re-establish compliance with contractors and/or beneficiaries as appropriate, including agreeing on specific steps and timing for any remediation/corrective actions.
- Closely collaborate with technical staff and engineers to ensure that environmental measures are incorporated at all stages of sub-project preparation and implementation, including site selection, sub-project design, preparation and evaluation of bidding documents and bids, preparation and supervision of contracts.
- Provide contribution to the SADEP's regular progress reports on the project implementation.

**Area (2): Establish a Grievance Redress Mechanism in Line with the ESCMF requirements.**

- Develop the project grievance redress/feedback mechanism and design the complaints register using an established methodology in consultation with the Project ESCMF and the Project.
- Co-ordinate the formation of Grievance Redress Committees before the commencement of construction or any identified potentially impactful activities to resolve issues.
- Support the establishment and training of a selected focal person within the PMU to handle Grievance Redress issues and facilitate the resolution of issues.

- Technically support the Project in creating awareness of the Grievance Redress Mechanism amongst all the stakeholders through public awareness campaigns; and support dissemination of information to the concerned local communities as proposed in the ESCMF.
- Develop a system to document information on grievances and redress and progress for monthly/quarterly reporting.

**Area (3): Support in the co-ordination of training and awareness raising activities.**

- Support in the efficient co-ordination regarding SECAP instruments considerations to be taken into account in the sub-project preparatory activities.
- Support the identification of the capacity and training needs of SADEP, Focal point, State, County, and Payam/Boma Offices and other Responsible Parties regarding:
  - Training the Farmers in climate change adaptation approaches.
  - Training the cooperatives in Group Dynamics, Gender equality, youth engagement and other socially related subjects.
  - Training of PMU, State, County and Payam/Boma Focal Persons, District Administration Staff, Proximity Extension Staff and farmers in Environmental and natural resources Management, Waste management, etc.
  - Training in Pesticides, and pest management.
- Advise on the co-ordination of the delivery of the requisite training.

## **2.0 QUALIFICATIONS AND EXPERIENCE**

### **2.1 Key Qualifications:**

To adequately address the core issues of this position, the Environmental Specialist should possess the following:

- Master’s degree or above in environment, sociology, economics, development, or a closely related field.
- At least seven years of experience related to social and environmental standards and impact assessment in an international development context.
- Technical background and experience in developing safeguards for agriculture, livestock production, land use and management projects.
- Knowledge of Human rights (including human rights-based approaches and human rights impact assessment); gender equality and women’s empowerment (including gender mainstreaming and gender analysis).
- Demonstrated knowledge of cultural heritage (including chance find procedures, physical and intangible cultural resources).

## **2.2 Competencies:**

### Functional Competencies:

- Excellent drafting, documentation and communication skills in English.
- Knowledge of Climate Change and project management skills.
- Proven record on similar documentation work at the National level.

### Corporate Competencies:

- Promote the highest standards of ethics and integrity.
- Support creativity and innovation.
- Help create an enabling environment for open communication.
- Share knowledge and support a culture of learning.
- Demonstrate fairness and transparency.

### Language:

- An excellent command of English and Local Languages is a requirement.

## Driver

### Duties and reporting lines

The Project driver will report to the Finance Officer. A secondary reporting line exists to the Planning Assistant.

### Tasks and responsibilities

- Drive official vehicles of the SADEP
- Keep his/her driving license valid and conform to the traffic code and meet requirements for driving motor vehicles driven by him/her
- -In case his/her vehicle is involved in accident, ensure that he necessary steps confirming to rules and regulations are taken
- Responsible for the day to day maintenance and cleanliness of the vehicle in his/her charge
- -Keep informed the line managers of any irregular happening to the project vehicles and suggest the necessary steps
- Inspect the vehicles' documentation, such as licensing, insurance, and inform the line managers as needed
- Keeps records/logbook as required of the performance and cost of upkeep of the vehicle assigned to him/her
- Assist in identifying and purchasing necessary spare parts for office vehicles
- Undertakes minor repair of vehicles under the administrative custody of the project and obtain appraisals on cost of vehicle repairs
- Transports official passengers/visitors and facilitates immigration and customs formalities as necessary
- Support as messenger and responsible for safe carrying of pouches, mail or any documents, parcels or other articles entrusted to him/her for transporting as assigned by line managers
- Assists in logistic work process as necessary, and flexibility in working hours and over the weekend
- Performs official errands as required, and performs any their tasks as appropriately assigned

### Qualifications and Experience

- Completion of secondary education
- Fluency in at least one local South Sudanese language and basic English communication (written and spoken)
- Knowledge of driving rules and regulations
- Basic elementary knowledge of motor machines and a valid driver's license
- Ability to undertake minor vehicle repairs
- Minimum of four years' driving experience with safe driving record
- Experiences working with National and or international Projects
- Ability to travel to the project's target areas

## Terms of Reference for Environmental and Social Safeguard Specialist

### 1.0 SCOPE OF WORK

The Environment, Social Safeguard Specialist main role is to ensure the effective implementation of the ESCMF. The Specialist will be engaged at SADEP Programme Management Unit.

The following TORs for environmental and social safeguards can be adapted for each level of operation,

Specific responsibilities and duties will cover three main areas of activity:

**Area (1):**

- Support, manage and co-ordinate the project’s SECAP risk management issues to ensure the implementation of the Environmental and Social and Climate Management Framework (ESCMF), Climate Risk Assessment (CRA), sub-project site specific Environmental and Social Management Plans (ESMPs), Environmental Checklists, SEP, etc.
- Evaluate needed updates as necessary to ensure that the project SECAP risk management instruments are always up to date, and
- Manage procedures including the establishment of an appropriate field structure to ensure the appropriate level of support to technical personnel.

**Area (2):**

Establish a Grievance Redress Mechanism/feedback mechanism and advising the Project and key stakeholders in the best practice of monitoring and reporting on the social and environmental impact of the project.

**Area (3):**

Support in the co-ordination of capacity building and training activities to ensure the principles and procedures for the Environmental and Social Management Framework (ESCMF) are well understood and complied with by stakeholders.

**Area (1): Project SECAP risk management instruments Implementation support**

- Continuously review and update the developed project SECAP risk management instruments in line with current SECAP developments.
- Support the Project in the co-ordination, management and implementation of the project SECAP risk management instruments in compliance with the SECAP Policies and the Government of Kenya’ Environmental standards.
- Support the Project in the development and rolling out of a SECAP risk management monitoring and reporting system against the Environmental and Social Management Framework (ESCMF) provisions.
- Support the line ministries to achieve the maximum SECAP risk management efficiency in their assigned tasks.
- Support the project to ensure that safety and health concerns of the workers and the general public are addressed during design, setting up/construction and implementation phases of the project.



- Provide assistance to SADEP and applicant communities in screening of proposed sub-projects and assigning environmental categories.
- Visit proposed sub-project sites to assess baseline conditions and potential site-specific impacts.
- Advise on anticipated environmental impacts and possible mitigation measures, and on the relevant type of environmental review to be undertaken and documentation to be prepared (e.g., sub-project specific Environmental Assessment and/or Environmental Management Plan).
- review sub-project specific environmental documentation and give recommendations as needed, to applicant communities and designers, for finalizing the documents.
- Participate in evaluation of sub-project proposals and advise on environmental eligibility and acceptability of proposals, based on guidance provided in the ESCMF and on personal experience.
- Working with SADEP Procurement staff, ensure that environmental compliance is incorporated as appropriate in contracts for goods and services (mainly civil works contracts) and ensure that contractors are fully aware of their responsibilities in this regard.
- During implementation of the approved sub-projects, undertake regular environmental monitoring and supervision to verify whether and how provisions of the project ESCMF and sub-project specific ESMPs are followed by all relevant stakeholders (designers, contractors, beneficiaries).
- Report regularly to the PMU Coordinator in writing on the results of monitoring visits, promptly identify any environmental issues or cases of non-compliance, and make recommendations for dealing with those issues. In conjunction with the PMU Coordinator, discuss compliance status and measures to re-establish compliance with contractors and/or beneficiaries as appropriate, including agreeing on specific steps and timing for any remediation/corrective actions.
- Closely collaborate with technical staff and engineers to ensure that environmental measures are incorporated at all stages of sub-project preparation and implementation, including site selection, sub-project design, preparation and evaluation of bidding documents and bids, preparation and supervision of contracts.
- Provide contribution to the SADEP’s regular progress reports on the project implementation.

**Area (2): Establish a Grievance Redress Mechanism in Line with the ESCMF requirements.**

- Develop the project grievance redress/feedback mechanism and design the complaints register using an established methodology in consultation with the Project ESCMF and the Project.
- Co-ordinate the formation of Grievance Redress Committees before the commencement of construction or any identified potentially impactful activities to resolve issues.
- Support the establishment and training of a selected focal person within the PMU to handle Grievance Redress issues and facilitate the resolution of issues.
- Technically support the Project in creating awareness of the Grievance Redress Mechanism amongst all the stakeholders through public awareness campaigns; and support dissemination of information to the concerned local communities as proposed in the ESCMF.

- Develop a system to document information on grievances and redress and progress for monthly/quarterly reporting.

### **Area (3): Support in the co-ordination of training and awareness raising activities.**

- Support in the efficient co-ordination regarding SECAP instruments considerations to be taken into account in the sub-project preparatory activities.
- Support the identification of the capacity and training needs of SADEP, Focal point, State, County, and Payam/Boma Offices and other Responsible Parties regarding:
  - Training the Farmers in climate change adaptation approaches.
  - Training the cooperatives in Group Dynamics, Gender equality, youth engagement and other socially related subjects.
  - Training of PMU, State, County and Payam/Boma Focal Persons, District Administration Staff, Proximity Extension Staff and farmers in Environmental and natural resources Management, Waste management, etc.
  - Training in Pesticides, and pest management.
- Advise on the co-ordination of the delivery of the requisite training.

## **2.0 QUALIFICATIONS AND EXPERIENCE**

### **2.1 Key Qualifications:**

To adequately address the core issues of this position, the Environmental Specialist should possess the following:

- Master’s degree or above in environment, sociology, economics, development, or a closely related field.
- At least seven years of experience related to social and environmental standards and impact assessment in an international development context.
- Technical background and experience in developing safeguards for agriculture, livestock production, land use and management projects.
- Knowledge of Human rights (including human rights-based approaches and human rights impact assessment); gender equality and women’s empowerment (including gender mainstreaming and gender analysis).
- Demonstrated knowledge of cultural heritage (including chance find procedures, physical and intangible cultural resources).

### **2.2 Competencies:**

Functional Competencies:

- Excellent drafting, documentation and communication skills in English.

- Knowledge of Climate Change and project management skills.
- Proven record on similar documentation work at the National level.

Corporate Competencies:

- Promote the highest standards of ethics and integrity.
- Support creativity and innovation.
- Help create an enabling environment for open communication.
- Share knowledge and support a culture of learning.
- Demonstrate fairness and transparency.

Language:

- An excellent command of English and Local Languages is a requirement.

## Terms of Reference for Fisheries Management Expert

**Background:** The Government of South Sudan is implementing the Sustainable Agricultural Development Programme (SADEP) with the financial support of the International Fund for Agricultural Development (IFAD). SADEP is committed to the sustainable management of fisheries resources in South Sudan, particularly focusing on the inland fisheries resources along the River Nile and its tributaries. Fisheries in this region play a vital role in providing food security, supporting livelihoods, and contributing to the local economy.

**Objective:** The primary objective of this consultancy is to provide expertise and guidance in fisheries management to enhance the sustainability, productivity, and resilience of fisheries resources in the target area.

**Scope of Work:** The Fisheries Management Expert will be responsible for:

- Conducting assessments of current fisheries management practices, including fishing methods, regulations, and enforcement mechanisms.
- Identifying key challenges and opportunities for improving fisheries management, considering ecological, social, and economic factors.
- Developing and implementing strategies and plans for sustainable fisheries management, including stock assessment, habitat conservation, and community engagement.
- Providing technical support and capacity building to local stakeholders, including government agencies, fishing communities, and NGOs.
- Facilitating stakeholder consultations and promoting multi-stakeholder collaboration in fisheries management efforts.
- Monitoring and evaluating the effectiveness of fisheries management interventions and recommending adjustments as needed.
- Contributing to the development of policy recommendations and action plans for sustainable fisheries management.

**Deliverables:** The Fisheries Management Expert will be expected to deliver the following:

- Comprehensive assessment reports on current fisheries management practices and challenges.
- Fisheries management strategies and action plans tailored to the specific needs of the target area.
- Training materials, guidelines, and manuals for capacity building initiatives.
- Progress reports on implementation activities, including monitoring and evaluation results.
- Policy recommendations and advocacy materials to support improved fisheries governance.

**Qualifications:** The ideal candidate for this consultancy should possess:

- A postgraduate degree (or equivalent) in fisheries science, marine biology, environmental management, or a related field.

- Extensive experience (minimum [X years]) working in fisheries management, preferably in [Location/Area].
- Strong technical knowledge of fisheries biology, stock assessment methods, and ecosystem-based management principles.
- Proven expertise in developing and implementing fisheries management strategies and policies.
- Excellent communication and facilitation skills, with the ability to engage effectively with diverse stakeholders.
- Experience working in interdisciplinary and multi-cultural teams.
- Fluency in English and local language is desirable. **Duration and Location:** The consultancy is expected to cover a total duration of 30 days which could be staggered to meet the needs of the project. The consultant will be based in the project area, and the specific location will be confirmed before commencement of the assignment, however, the Expert may be required to travel within the region as needed.

**Reporting:** The Fisheries Management Expert will report to the Project Coordinator based at Project Coordination Unit in Juba and collaborate closely with the Fisheries Specialist and other team members of the PMU.

**Budget:** The budget for this consultancy will cover fees, travel expenses, and other relevant costs as per the agreed terms and conditions.

**Evaluation:** Proposals will be evaluated based on the consultant's qualifications, relevant experience, proposed methodology, and financial proposal.

**Application Process:** Interested candidates should submit a detailed proposal, including a CV, cover letter, and examples of relevant work, to [Contact Person/Email] by [Deadline for Submission].

The Project reserves the right to accept or reject any or all proposals received without giving reasons for such decision.

[Date]

### **Terms of Reference for Fishing Boat Construction Expert**

**Background:** The Government of South Sudan is implementing the Sustainable Agricultural Development Project (SADEP), with the financial support of the International Fund For Agricultural Development (IFAD). SADEP recognizes the importance of safe, efficient, and sustainable fishing boat construction practices in supporting the livelihoods of fishing communities. Building sturdy and well-designed fishing boats not only enhances the safety of fishers but also contributes to the long-term sustainability of fisheries resources. Therefore, the organization is seeking an expert in fishing boat construction to provide guidance and technical support in this area.

**Objective:** The primary objective of this consultancy is to leverage the expertise of a fishing boat construction expert to improve the quality, safety, and sustainability of fishing boat construction practices in the target area.

**Scope of Work:** The Fishing Boat Construction Expert will be responsible for:

- Conducting assessments of current fishing boat construction practices in the target area, including materials, techniques, and safety standards.
- Identifying key challenges and opportunities for improving fishing boat construction, such as enhancing durability, stability, and fuel efficiency.
- Developing guidelines and best practices for fishing boat design, construction, and maintenance, taking into account local environmental conditions, fishing practices, and cultural preferences.
- Providing technical assistance and capacity building to local boat builders, including training workshops, demonstrations, and hands-on support.
- Collaborating with local authorities, fisheries cooperatives, and fishing communities to promote the adoption of improved boat construction practices.
- Conducting outreach and awareness-raising activities to raise awareness about the importance of safe and sustainable fishing boat construction.
- Facilitating knowledge exchange and learning opportunities among boat builders, fishers, and other stakeholders through networking events, forums, and field visits.
- Monitoring and evaluating the impact of capacity building efforts on fishing boat construction practices and fisher safety.
- Documenting and disseminating lessons learned and best practices from the consultancy to inform future initiatives and promote replication in other areas.

**Deliverables:** The Fishing Boat Construction Expert will deliver the following outputs:

- Assessment report on current fishing boat construction practices, highlighting strengths, weaknesses, and areas for improvement.
  - Guidelines and best practices for fishing boat design, construction, and maintenance, tailored to the specific needs and conditions of the target area.
  - Training materials, manuals, and technical resources for capacity building initiatives with local boat builders.
  - Training and mentorship of selected youth boat building enterprise groups
  - Progress reports on capacity building activities, including documentation of training sessions, demonstrations, and follow-up support.
  - Documentation of outreach and awareness-raising activities, including reports, presentations, and multimedia materials.
  - Final report summarizing the outcomes of the consultancy, with recommendations for future actions and policy recommendations.
2. **Qualifications:** The ideal candidate for this consultancy should possess:
- A degree or diploma (or equivalent) in naval architecture, marine engineering, boatbuilding, or a related field.

- Demonstrated experience (minimum 8 years) in fishing boat design, construction, and repair, preferably in the context of small-scale fisheries or artisanal fishing communities.
- Strong technical knowledge of boatbuilding materials, construction techniques, and safety standards, with experience in designing boats for specific fishing methods and conditions.
- Excellent communication, teaching, and facilitation skills, with the ability to convey technical information to diverse audiences.
- Fluency in English and local Languages is desirable.

**Duration and Location:** The consultancy will have a total duration of 40 days and could be staggered to meet the needs of the project. Activities will be conducted in the project area, in parts of South Sudan, with periodic reporting to the Project Coordinator at the Project Coordination Unit in Juba.

**Reporting:** The Fishing Boat Construction Expert will report to the Project Coordinator and collaborate closely with the Fisheries Specialist and other project team members.

**Budget:** The budget for this consultancy will cover fees, travel expenses, materials, and other relevant costs as per the agreed terms and conditions.

**Evaluation:** Proposals will be evaluated based on the consultant's qualifications, relevant experience, proposed methodology, and financial proposal.

**Application Process:** Interested candidates should submit a detailed proposal, including a CV, cover letter, and examples of relevant work, to [Contact Person/Email] by [Deadline for Submission].

The Project reserves the right to accept or reject any or all proposals received without giving reasons for such decision.

### **Terms of Reference for Fish post-harvest management expert**

**Background:** The Government of South Sudan is implementing the Sustainable Agriculture Development Programme (SADEP) financially supported by the International Fund for Agricultural Development (IFAD). SADEP recognizes the critical importance of effective post-harvest management practices in the fisheries sector to reduce losses, maintain product quality, and enhance the livelihoods of fisherfolk. Proper handling, processing, and storage of fish are essential for maximizing economic value and ensuring food security. Therefore, the project is seeking an expert in fish post-harvest management to provide technical guidance and support in this area.

**Objective:** The primary objective of this consultancy is to leverage the expertise of a fish post-harvest management expert to improve post-harvest practices, infrastructure, and capacity in the target area, ultimately enhancing the efficiency and sustainability of the fisheries value chain.

**Scope of Work:** The Fish Post-Harvest Management Expert will be responsible for:

- Conducting assessments of current post-harvest practices, infrastructure, and capacities in the target area, including fish handling, processing, preservation, and storage facilities.

- Identifying key challenges and opportunities for improving post-harvest management, such as reducing losses, enhancing product quality, and increasing value-added processing.
- Developing tailored strategies and action plans for improving post-harvest practices and infrastructure, based on best practices and international standards.
- Providing technical assistance and capacity building to local fisherfolk, fish processors, traders, and other stakeholders on post-harvest handling, processing, and preservation techniques.
- Conducting training workshops and knowledge-sharing sessions on topics such as fish quality control, hygiene and sanitation, cold chain management, and value-added processing.
- Collaborating with local authorities, fishery cooperatives, and community-based organizations to implement and monitor post-harvest management interventions.
- Facilitating the adoption of appropriate technologies and equipment for post-harvest handling, processing, and storage, considering the local context and resource constraints.
- Supporting the development of marketing and branding initiatives to promote high-quality fish products and facilitate market access for fisherfolk and processors.
- Monitoring and evaluating the impact of post-harvest management interventions on fish quality, economic returns, and livelihoods of fisherfolk.
- Documenting and disseminating lessons learned and best practices from the consultancy to inform future initiatives and policy development.

**Deliverables:** The Fish Post-Harvest Management Expert will deliver the following outputs:

- Assessment report on current post-harvest management practices, infrastructure, and capacities, including recommendations for improvement.
- Strategies and action plans for enhancing post-harvest practices and infrastructure, with clear objectives, activities, timelines, and responsible parties.
- Training materials, manuals, and guidelines for capacity building initiatives on fish post-harvest management topics.
- Documentation of training workshops, knowledge-sharing sessions, and technical assistance provided to stakeholders.
- Reports on the adoption of improved post-harvest technologies, equipment, and practices by fisherfolk, processors, and traders.
- Monitoring and evaluation reports on the impact of post-harvest management interventions on fish quality, economic returns, and livelihoods.
- Final report summarizing the outcomes of the consultancy, including lessons learned, success stories, and recommendations for future actions.

**Qualifications:** The ideal candidate for this consultancy should possess:

- A degree (or equivalent) in fisheries science, food science, agricultural economics, or a related field.
- Demonstrated expertise (minimum [X years]) in fish post-harvest management, including fish handling, processing, preservation, and quality control.
- Strong knowledge of international standards and best practices in post-harvest management, hygiene and sanitation, cold chain logistics, and value-added processing.
- Experience in delivering training and capacity building initiatives, preferably in multicultural and community-based settings.
- Excellent communication, teaching, and facilitation skills, with the ability to convey technical information clearly and effectively.
- Experience working in interdisciplinary teams and collaborating with stakeholders from diverse backgrounds.
- Fluency in [Languages, if applicable] is desirable.



**Duration and Location:** The consultancy will be for a total duration of 60 days, which could be staggered to address the needs of the project. Activities will be conducted in the project area in parts of South Sudan which will be further clarified before start of the activity. The Expert will report periodically to the SADEP Project Coordinator and will work closely with the Fisheries Specialist in the Project Management Unit.

**Reporting:** The Fish Post-Harvest Management Expert will submit regular progress reports to Project Coordinator at the Project Coordination Unit in Juba, South Sudan, detailing activities conducted, challenges encountered, and outcomes achieved.

**Budget:** The budget for this consultancy will cover fees, travel expenses, training materials, and other relevant costs as per the agreed terms and conditions.

**Evaluation:** Proposals will be evaluated based on the consultant's qualifications, relevant experience, proposed methodology, and financial proposal.

**Application Process:** Interested candidates should submit a detailed proposal, including a CV, cover letter, and examples of relevant work, to [Contact Person/Email] by [Deadline for Submission].

The Project reserves the right to accept or reject any or all proposals received without giving reasons for such decision.

## **ANNEX 5: OTHER TERMS OF REFERENCE**

### **A. Baseline Survey– Terms of Reference**

#### **Consulting services for conducting baseline survey for the SADEP**

**Prior to issuing the ToRs, the Project Team should submit the ToRs to IFAD ´s review and provision of a No Objection.**

#### **Indicative table of Content:**

- 1. BACKGROUND AND CONTEXT**
- 2. DESCRIPTION OF THE PROJECT**
- 3. PURPOSE AND OBJECTIVES OF THE CONSULTANCY**
- 4. METHODOLOGICAL REQUIREMENTS**
- 5. DETAILED LIST OF ACTIVITIES AND DELIVERABLES**
- 6. COMPETENCIES REQUIRED**
- 7. ADMINISTRATIVE AND OTHER ASPECTS**

## **Technical Annexes:**

### **1. DETAILED TARGETING STRATEGY**

### **2. LOGFRAME**

### **3. TOC**

### **4. PROJECT AREA AND NUMBERS**

### **5. DRAFT QUESTIONNAIRE**

#### **I. BACKGROUND AND CONTEXT**

##### **a) General presentation of the project**

The Sustainable Agriculture Development Project (SADEP) was designed in 2024. SADEP is implemented by MAFS of South Sudan. SADEP's goal is to "contribute to enduring peace and reduced poverty" and its Development Objective is to 'enhance resilience, food and nutrition security for target communities'. SADEP was ratified in ...2024 and the financing agreement was signed in ....

##### **b) 1.2 Institutional framework:**

The SADEP) Project is a collaboration following an agreement between the International Fund for Agriculture Development (IFAD) and the Government of South Sudan (GOSS). The implementation is led by Ministry of Agriculture and Food Security (MAFS).

#### **II. DESCRIPTION OF THE PROJECT**

SADEP is a 7-year project whose implementation commenced in xxx, 2025. The goal of SADEP is "contribute to enduring peace and reduced poverty" and its Development Objective is to 'enhance resilience, food and nutrition security for target communities.

##### **a) Programme Outcomes –**

Outcomes – SADEP interventions will focus on addressing the identified factors limiting the effective functioning and inclusivity of the fisheries and sorghum-based production system, together with the other challenges as will be identified by the target communities and the following are the expected outcomes:

Outcome 1: Increased production, productivity and availability of nutritious foods.

Outcome 2: Reduced postharvest losses and improved quality and value of sorghum-based and fish products; and

Outcome 3: Strengthened institutional capacities and rural sector coordination.

In line with IFAD's mainstreaming commitments SADEP was validated as nutrition and youth sensitive and includes climate financing and will build adaptive capacity. The following will be emphasised.

#### **b) Implementation Arrangements**

Programme implementation will be done through a third-party Implementing Agency (IA). The Ministry of Agriculture and Food Security will be the lead implementing agency. MAFS will delegate the day-to-day operation of the Project to the IA reporting directly to the Permanent Secretary, who will also be SADEP's accounting officer. A National Advisory Committee (NAC) and National Technical Committee will be set up to provide overall policy and strategic guidance to the Project.

#### **c) Project Area**

SADEP implementation will follow a programmatic approach done in phases across different states in south sudan. In the first phase, SADEP will be three neighbouring states were selected: a) Terekeka (Central Equatoria); b) Mundri West (Western Equatoria); c) Mvolo (Western Equatoria); and d) Bor (Jonglei). The second phase focal areas will be decided, with guidance from the Government, as and when additional funding is accessed.

#### **d) Target Group**

SADEP's target outreach is estimated at 18,700 rural agricultural households (HHs) corresponding to 112, 500 persons who will be reached and supported through producer organisations. The poorest households hold not more than 1 hectare (ha) cultivable land whilst poor households comprise smallholders with less than 2 ha cultivable land whose livelihoods are vulnerable to natural resource degradation and climate change risks. Vulnerable people within the poor rural population include women (50%), unemployed female and male youth between 18-35 years (40%) and persons with disability who are economically active, many being part of the poor/poorest households. Market-oriented farmers with 2 10 ha cultivable land will also benefit from Project support as minority members of the eligible groups and enterprises. The combined total number is estimated at 112,500 beneficiaries. Market-oriented-farming households with more than 10 ha of arable land and larger private sector entities may participate in Project activities, such as

capacity-building if they offer employment or business opportunities to the primary target group. In line with IFAD’s targeting guidelines, SADEP will reach the target group through a combination of geographical targeting, community targeting (PWDs), self-targeting and direct targeting mechanisms.

### **e) Theory of change**

Rural households living within the counties of Terekeka (Central Equatoria), Mundri West (Western Equatoria), Mvolo (Western Equatoria) and Bor (Jonglei), face several challenges that make them highly vulnerable to the ever-increasing adverse impacts of the fragile situation in Southern Sudan. These communities are affected by mainly five fragility drivers: a) Low agricultural production and productivity; b) Climate change (floods frequent droughts) and Environment degradation; c) Gender inequalities and social norms, Food insecurity and Malnutrition; d) Conflict over water and natural resources; and e) Weak institutional and governance framework.

Lessons learnt from implementation of similar interventions in the fragile context of South Sudan have shown that empowering communities through: a) Community-led prioritization and action planning and Capacity building of community organizations on governance, SBCC, gender equality, financial literacy and basic entrepreneurial skills; b) Inclusive Climate-smart and nutrition sensitive production and productivity enhancement, through promotion and use of improved and sustainable practices and technologies; c) Investments in climate resilient community infrastructure and building community capacity for its sustainable management and operationalization; d) Enhancing capacity for post-harvest handling and management through promotion of appropriate climate adapted and nutrition sensitive Postharvest technologies and practices and e) Institutional capacity and policy strengthening for advisory services, implementation, supervision, monitoring and rural sector coordination, can go a long way in enhancing the adaptive capacity and resilience of these communities to the above and more challenges.

Within the framework of Community Driven Development, SADEP will thus support the building adaptive and resilience capacity of these communities through a) developing capacity for Community driven planning and prioritization; b) development and promotion of Climate adaptive, nutrition sensitive agriculture and sustainable fisheries practices and technologies; c) development of appropriate and inclusive climate resilient community infrastructure; d) promotion and development of appropriate climate adapted and nutrition sensitive Postharvest technologies and practices; e) strengthening Institutional and policy capacity for rural development and coordination and f) Efficient and Effective Project Management.

The successful implementation of these interventions will lead to: a) Increased production, productivity and availability of nutritious foods; b) Enhanced capacity for postharvest handling and management; and c) Strengthened institutional capacities and rural sector coordination. This in turn will enhance resilience and food and nutrition security for target communities and contribute to enduring peace and reducing poverty. The accomplishment of these interventions hinges on the assumptions that: a) Communities accept joint planning and development; b) Women, Youth and PWDs have access to incentives production; c) Target communities embrace the trainings; d) Communities willing to adopt technologies and practices promoted; e) Political Will at all governance levels; f) Households are willing to change their nutrition behaviours and g) Inclusive activities to ensure full participation of persons with disabilities, youth and women.

#### **f) 2.6 Components and main activities**

SADP's development objective will be achieved through the effective implementation of two technical components and a third component focusing on institutional strengthening, policy support and project coordination. There is a fourth component that would serve as a mechanism to a quick response to emergency and disaster (RED). Following below is a summary presentation of the components, the issues they seek to address and planned interventions

Component 1: Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food – This component will focus on increasing production and productivity of targeted value chains through good agriculture practices, technologies, and climate-resilient infrastructures.

Component 2: Enhanced Capacity for Postharvest Management and Handling – Complementing Component 1, the objective of this component is to improve postharvest handling through a gender and youth lens by enhanced post-harvest management practices and technologies, business management and financial literacy skills

Component 3: Institutional and Policy Strengthening, Project Coordination and Management – This component is a cross-cutting component servicing the technical components and facilitating pathways for the effective and efficient implementation of SADEP interventions.

### **III. PURPOSE AND OBJECTIVES OF THE CONSULTANCY**

### **a) Purpose**

The consultancy aims at carrying out a baseline survey which will identify household characteristics before project interventions and generate benchmark information for logframe indicators. The baseline study will provide qualitative and quantitative information on the current socio-economic situation of households and will produce information that will be used to direct and guide project implementation processes.

### **b) Objectives**

The main objective of the survey is to develop the sample design, conduct the data collection and analysis and report writing of the baseline survey to be used for the SADEP evaluation process. The survey will use a quasi-experimental approach where data will be collected on both a control group and treatment group (potential project beneficiaries). The survey will measure the baseline values of project outcome and impact indicators and individual/household characteristics at project start. The objective of this study is to conduct a baseline survey that will benchmark the targets and indicators for the Project including but not limited to those which are explicit in the log frame, a comprehensive survey that can be used by the Project and its implementation partners. In order to be useful for targeting and evaluation, the socio-economic baseline survey will rank households according to wealth, sex and age of the household-head.

The baseline survey will be conducted on a sample of the targeted beneficiaries. Baseline data provide information on beneficiaries and comparison groups before the programme is implemented and are important for measuring pre-intervention outcomes and establish benchmark information for selected indicators. The analysis of baseline data will also be used to assess targeting effectiveness, that is, whether or not the SADEP Project is going to reach its intended beneficiaries. The survey will combine the use of secondary and primary data collection methods and use both quantitative and qualitative methods. The tools to be used therefore in collecting and analysing the data will be a mixture of quantitative and qualitative tools. The process should be as participatory as possible involving rural communities, farmers and all the relevant stakeholders. The survey will capture the GIS coordinates of the respondent households to facilitate assessments on the same households for the subsequent surveys.

## **IV. METHODOLOGICAL REQUIREMENTS**

The Programme intends to conduct the baseline survey to obtain quantitative data that will enable monitoring and evaluation of the Project's results. The scope of the services

required under this Terms of Reference include the collection of data at the appropriate levels of implementation for analysis of: Individual Households, sub-catchments, and Rural Enterprises performance. In selected value chains. The research methods will be a systematic analysis of data and information from surveys, analytical reports, policies, standards, desk review, principles, and other relevant literature. The set of indicators to be collected will be based on the Project's log-frame indicators. Qualitative in-depth interviews will be conducted with open-ended questions meant to stimulate discussion, focus group discussions with a wide range of stakeholders who have first-hand knowledge about community development, natural resource management, value chain development, access to finance and markets among others. Expert Panels, implementing partners, key Ministries, relevant state ministries, peer reviews or external experts from Stakeholder groups will provide input on technical or other substance topics and Livelihood development. A sample of the target groups will be extracted from the selected counties in the Project development area disaggregated by age and gender at the different levels of implementation; household/homestead, sub-catchment level. The survey will follow a quasi-experimental approach. The Consultant shall draw-up and compile a list of existing instruments which facilitate data collection at national, State, county, Boma and household level and contribute to the regular monitoring, evaluation and reporting system of the Project.

#### **a) Questionnaire and variables**

The draft COI survey questionnaire adopted and adapted to the SADEP log frame outcomes indicators, when relevant will be prepared and included as part of the ToR.

#### **b) Sampling method**

The sample frame is the list of all the units in the desired population, from which random samples of units are selected to build the survey samples. The baseline survey shall as far as possible, use the same sample (GIS coordinates of the sample should be taken at baseline to facilitate midline and end line surveys). It is necessary that the contracted party maintains an accurate register of households sampled in both the treatment and comparison groups for future reference. SADEP will strive to reach 50% of men and 50% of women in the sample frame. Women will be targeted as individuals or in households constituted by couples as well as in women headed households (aiming for 30% of the total pool of beneficiaries to belong to this later group). Thirty per cent (30%) are expected to be youth (people aged 18-35). Among these target groups, people with

disabilities, Indigenous persons and people living with HIV/AIDS will be considered as potential beneficiaries in their own right, in so far as they comply with entry requirements. This latter category of vulnerable people will represent 5% of the whole SADEP beneficiaries. A second strategy to be employed will be to raise the awareness of households with a person with disability the possibility of considering becoming project beneficiaries; people with disabilities in this case will be targeted indirectly, through those that they largely rely on.

**c) Probability sampling:**

Probability sampling refers to the sampling method in which all the members of the population has an equal chance to be a part of the sample and it uses random selection to select the sample within the desired population. The sample should be stratified in order to reflect the different geographical regions and target sub-groups (women, youth, etc.) described above in the 'project characteristics and targeting' section.

**d) Data quality control**

As data is collected and entered into a storage mechanism (tablet), checking for errors and data quality is an important step and sufficient time should be allocated to review the data and assure its quality.

The following strategies shall be used:

- Double data entry.
- Spot checking.
- Sort data to find missing data, outliers, high, or low values.
- Use automation, such as drop-down menus.
- Format a database to accept only numbers.
- Review data for anomalies.
- Discuss data discrepancies and/or findings with the Project team.

Data-quality checks will be implemented while collecting the data rather than ex-post as in the case of paper -based surveys by using electronic devices for the data collection.

**e) Computer entry**

Data will be captured through an electronic system; the use of electronic devices and geo-referencing is recommended.

**f) Analysis and report**

- **Analysis**



Findings shall be analyzed both at global level (all data combined) and also using the stratification laid out above for the sampling methodology (e.g. specific findings for women, youth, for the specific counties, sub-counties, wards, sub-catchments or households). The survey reports will be structured around the programme outcome and impact indicators. The quantitative data shall be presented in detailed and summarized tables for each indicator, which should be accompanied by text and analytical comments in addition to the study process, the meaning of the data and the statistical significance. The qualitative data will be presented in a separate chapter.

- **Report**

While writing the report, the firm will work in close collaboration with the IA , and implementing states and counties, to enable a learning process and to maximize transparency and accountability.

Once the survey has been conducted and its quality controlled, the analysis of the results shall be presented in a report. The report summarizes the conclusions emerging from the analysis and includes the following elements:

- the description of the methodology used
- the questionnaire
- the list of units surveyed
- the results of the survey
- the updated log frame
- the ToC and its description based on the results of the survey
- the analysis and interpretation of the results (detailed analysis with statistical significance and summarized tables for each indicator) The survey database should also be provided to project.

## **g) List of activities**

- **Phase 1 - Inception phase**

Initial situational analysis - review of project materials and data: The Project Team shall be responsible for providing key background documentation to the firm (financing agreements, Log frame, ToC, start-up reports, Project Design report, List of beneficiaries if any or preliminary listing of potential beneficiaries, secondary data, etc.)

- **Phase 2 –Sampling strategy and survey instrument development**

- Development of the survey questionnaire based on the draft provided by the Project.
- Development of the sampling design

- Clearance by Project Team and IFAD of pilot sampling design and the questionnaire.
- Develop interview manuals and instructions for field staff
- Training of interviewers for the pilot study.
- Pilot study fieldwork.
- Revision of the pilot study questionnaires.
- Analysis of pilot study results, introducing adjustments to the draft questionnaire.
- Development of the Final Questionnaire.
- Development of an appropriate data management system with adequate quality controls.
- Clearance of the final questionnaire and sampling design by Project Team and IFAD.

- **Phase 3 – Fieldwork Activities**

- Preparation for field work (recruitment of interviewers, uploading of questionnaires not the data collection app and other fieldwork documents).
- Staffing and Enumerator training
- Administrative approval from necessary authorities
- Quantitative data collection at the appropriate level of analysis
- Data quality control
- Qualitative data collection (focus group discussion/semi structured in-depth interviews)

- **Phase 4 - Data Processing, Analysis and Final Report Preparation**

- Database formation.
- Data entry and cleaning.
- Statistical analysis of the data.
- Preparation of the final report.
- Translation of the final report.
- Clearance of the report.

## **h) Deliverables**

Once selected, the firm will produce the following deliverables for the survey

- **Deliverable 1:** Updated working calendar and delivery schedule
- **Deliverable 2:** Survey design describing the sampling strategy, data collection instruments and data entry methodology

- **Deliverable 3:** Final questionnaire including electronic format (Stata, SPSS or SAS).
- **Deliverable 4:** List of households to be interviewed and list of communities/villages surveyed
- **Deliverable 5:** Training manual for field staff and enumerators
- **Deliverable 6:** Training of field staff and enumerators
- **Deliverable 7:** Inception Report
- **Deliverable 8:** Final Survey Report Analysis and Reporting
- **Deliverable 9:** Clean dataset
- **Deliverable 10:** GIS coordinates of respondent households
- **Deliverable 11:** Compendium of photos of major scenes visited during the study
- **Deliverable 12:** An updated project logframe with survey results incorporated

The firm should deliver **all the material in electronic format.**

The expected tasks for the firm shall be performed in accordance with a mutually agreed schedule. Final deliverables should be submitted according to this schedule and within the limits of the contract duration.

Deliverables are subject to agreement by the Project Team and IFAD and preliminary versions should therefore be submitted by the firm in time allowing for comments to be shared and if required changes to be introduced by the firm.

## V. COMPETENCIES REQUIRED

### a) Firm/Consultant expertise and required qualifications

The selected firm shall possess the following qualifications:

- Previous experience in carrying out evaluation surveys is a compulsory requirement, including demonstrated experience in designing and conducting evaluations and of organizing surveys on the scale of this project (including survey and sampling design)
- Strong capacity and experience in planning and organizing survey logistics
- Good network of experienced enumerators, supervisors and data entry clerks
- Strong capacity in data management and statistics
- Strong capacity in survey analysis and reporting of results
- Strong interpersonal skills and a team-oriented spirit
- Experience doing household survey work and carrying out evaluations in [country].
- Strong background in statistics and econometrics.

### b) Key staff/ required staff

The proposed team should consist of reasonable number of qualified and experienced professionals having proven track record in designing and implementing socio-economic and baseline studies and/ or evaluation studies and having good depth of understanding of rural development, integrated natural resource management, livelihood development as well as gender and social inclusion. The bidders are expected to propose a study coordinator/Team Leader and an appropriate number of experts, field supervisors, enumerators and support staff.

Minimum **key professional staff positions** (recommended):

- **One study coordinator/team leader:** Advanced degree in economics, statistics, agribusiness, agricultural economics, or related field. At least five years relevant experience in conducting impact evaluations, large quantitative survey implementation and analysis, experience in household and agricultural data collection and analysis required, ability to coordinate teams and ensure timely reporting. The study coordinator/Team Leader will be in charge of coordinating the planning and implementation of the survey and ensuring that the work is conducted following the highest professional standards. The individual will be in charge of ensuring that the quality control and supervision mechanism in place for the survey is effective, manage the data collection team and ensure that each member performs their specific scope of work.
- **One expert in survey implementation and field supervision:** Minimum five years' experience with large survey implementation, experience in implementing household and agricultural surveys required. Preferably with previous experiences in conducting surveys in South Sudan.
  - **One socio-economic researcher:** Advanced degree in Sociology, Statistics, Economics, Agricultural Economics, Agribusiness or related fields, at least five years' experience in analyzing survey data using STATA or equivalent software. Strong background and experience in statistics and econometrics is required. Ability to write clearly and concisely in English. Previous experience in impact evaluation is preferred.
- **One Sorghum Specialist:** Minimum of an Advanced Degree in Agronomy, with proven experience in production of sorghum-based systems value chains. Experience in benchmarking production and productivity development indicators is desirable.
- **One Environment and natural resources management:** An advanced university degree in environmental and NRM studies, Climate Change, or related field, at least 5 years' experience in the NRM and Climate Change sub-sectors. Should have a thorough understanding of the rural finance and micro finance with a particular focus on agricultural finance and knowledge of the cooperative sector

- **One Fisheries Specialist:** Minimum of an Advanced Degree in Fisheries, with proven experience in production of fisheries systems value chains. Experience in benchmarking production and productivity development indicators is desirable.
- **One computer specialist in data entry and databases:** Minimum experience of three years with large survey data sets and data entry software required. The data specialist will develop an appropriate data management system with adequate quality controls and finalize the data management system before the data collection team moves to the field. The data management system would also be organized in such a way as to deliver partial datasets on a regular basis to the Project Team.

Minimum **key support staff positions** (recommended):

- **Field supervisors:** Minimum of 2-3 field supervisors should be hired (best ratio would be 1 supervisor every 4 enumerators). They should be chosen based on the firm's best practices. Some degree of knowledge of local languages is expected at least from a sufficient number of the supervisors. At least two years' experience in conducting or managing household surveys is required.
- **Survey enumerators:** Minimum of 8-10 enumerators should be hired. Minimum qualifications include knowledge of local language. Preference should be given to candidates with experience in quantitative data collection in rural Eswatini, namely, on the themes of the questionnaire.
- **Data entry technicians:** Minimum qualifications include knowledge of local language and advanced computer skills. Preference should be given to candidates with experience in quantitative data entry and/or previous experience in survey work.
- **GIS field officers:** The firm should provide 1 GIS officer. The specialist should also be responsible for organizing the GIS information and its linkage to the overall database

## **VI. ADMINISTRATIVE AND OTHER ASPECTS**

### **a) Proposal content**

Interested consulting companies should submit their applications consisting of the following documents/information to demonstrate their qualifications: in accordance with ITT of ITB no...

- **Technical Proposal** will include: the profile of the company, relevant experience for the assignments, staffing (CV of each team member), proposed methodology to perform the assessment, the size of the sample to be analyzed, the work plan and schedule (activities) and resources (including number of person-day).

- **Financial proposal** will obligatory include the consulting fee and operational expenditures related to the assignment. The survey company will provide a break-down of the budget by the activities mentioned in the Activities section above and by phase of study i.e. Baseline, Midline and End line/completion survey.

#### **b) Conditions for offer's submission**

To be considered interested companies should submit their proposal (technical and financial offer) in original and a copy in separate sealed envelopes. Each envelope will consist of the technical and financial offer sealed in separate envelopes as well (a total of 2 envelopes, each with 2 envelopes inside) as detailed in the ITT or ITB no ...of the RFP.

#### **c) Selection Process**

The consulting company will be selected using Quality and Cost based selection method in accordance with **GOSS's and IFAD procurement policies and procedures** and as detailed in section....of the data sheet under the Instruction to Consultants of the RFP

The final score obtained by each firm being composed of **[75%]** of the score for the parameter "Quality" (evaluated based on technical bid) and **[100-25 %]** - score obtained for the parameter "Cost" (established based on financial bid). The financial offer will be opened only if the provided technical offer will pass the minimum technical score of **[75%]** points.

#### **d) Budget and mode of payment**

The Budget should cover all costs for remuneration of experts/staff including their travel and miscellaneous cost. For firms Value-added tax certificate is a must as per the GoSS rules on taxes on provision of services.

According to the estimated timeframe and schedule of execution, payments for the services provided will be made, after the products/deliverables are submitted in a timely manner and cleared by the Project Team (IA and SPCU) and IFAD.

**Mode of payment:** payments will be made in the following three instalments:

- 20% of the agreed budget as an advance upon signing of the agreement and upon receiving the inception report
- 30 % of the agreed amount one week after the submission of the 1st draft report.
- Remaining 50 % after satisfactory quality check by the project team after submitting the final report after incorporating the feedback and comments.

#### **e) Conditions of the contract**

The project will issue a performance-based contract to the successful firm for conducting the survey, that is to say, based on the quality and timeliness of the report. The assessment on the performance of the contract will be conducted by the IA and SPCU in consultation with IFAD, using the criteria presented here below:

- A) Quality of report (80 points)
  - Implementation of methodology as proposed in the Technical Proposal: (50%)
  - Completeness of data (all indicators agreed to in the inception report are included): (50%)
- B) Timeliness of final report submission: 20 points (20%)
- C) Total Score = A+B = 100

Performance ratings of 75 and above will be considered adequate for confirmation of deliverable.

#### **f) Future Use of the Data**

The clean dataset as well as the resulting reports will be property of SADEP. The availability and use of technological data collection equipment (Tablets) is a one of the prerequisites for carrying out the study. SADEP team will assess the adequacy and availability of the equipment subject to confirmation of the contract award to the successful team.

### **6.7 Reporting Arrangements**

An inception report and confirmation or adjustment to the proposed work plan shall be submitted two weeks after commencement of each assignment and approval by the IA and SPCU.

The Under Secretary of MAFS has the overall responsibility for the assignment. The consulting firm will be answerable to the IA and SPCU Coordinators for all coordination and operational aspects of the assignment. During the execution of the survey, the consultant(s)/ Firm will work closely with the IA and the SPCU, in collaboration with primary stakeholder groups to enable a learning process and inclusive decision making and to maximise transparency and accountability.

The Project team shall be responsible for providing key background documentation to the consulting firm (financing agreements, start-up reports, Gender, Youth and Targeting

strategy, Theory of Change, Logframe, supervision reports, etc.) as well as letters of introduction and liaison teams where necessary.

## **6.8 Time Frame**

The consultant(s)/firm is expected to carry out the survey and submit a report in 90 Calendar days from the date commencement of each survey

### **ANNEXES of the TORs:**

#### **1. Detailed targeting strategy**

#### **2. Log frame**

#### **3. Theory of Change (ToC)**

#### **4. Project´s data:**

Data points within the survey tools should at minimum reflect the data on the key components to measure Project implementation. These should include but not limited to the following categories and modules:

#### ***Socio-economic Status***

##### ***Household Level;***

- Demographics
- Education
- Nutrition
- Health
- Food security
- Income, expenditure, and consumption
- Social safety nets
- Household enterprises
- Shocks and coping strategies
- Asset ownership

#### **Payam and Boma activities and stakeholder mapping**

- Basic information
- Community needs, actions & achievements
- Access to basic services
- Communal resource management



- Economic activities
- Agriculture activities
- Communal organization
- Map stakeholders that are present in the target areas and that engage with the same target group in the selected Bomas.

### ***Agricultural Production***

#### ***Farm Level***

- Average plot size
- Land ownership
- Land usage
- Labour details
- Market details
- Farm inputs, implements and machinery
- Details on other farm inputs
- Agricultural activities
- Agricultural production Stats
- Processing, storage and sales
- Details on producer groups and associations
- Insurance and other services available
- Access to extension services

**5. Draft questionnaire:** Adopted and adapted from the COI questionnaire template

**ANNEX 6: GUIDELINES FOR PREPARATION OF ANNUAL WORK PLAN AND BUDGET AND  
PROGRESS REPORTS**

Attached as a separate file.

## South Sudan

---

### **Sustainable Agricultural Development Project Project Design Report**

### **Annex 10: Integrated Project Risk Matrix**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department



## Overall Summary

<b>Risk Category / Subcategory</b>	<b>Inherent risk</b>	<b>Residual risk</b>
<b>Country Context</b>	<b>High</b>	<b>High</b>
<i>Fragility and Security</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Macroeconomic</i>	<i>High</i>	<i>High</i>
<i>Governance</i>	<i>High</i>	<i>High</i>
<i>Political Commitment</i>	<i>Substantial</i>	<i>Substantial</i>
<b>Sector Strategies and Policies</b>	<b>Moderate</b>	<b>Moderate</b>
<i>Policy Development and Implementation</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Policy alignment</i>	<i>Moderate</i>	<i>Moderate</i>
<b>Environment and Climate Context</b>	<b>Substantial</b>	<b>Substantial</b>
<i>Project vulnerability to climate change impacts</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project vulnerability to environmental conditions</i>	<i>Substantial</i>	<i>Substantial</i>
<b>Project Scope</b>	<b>Moderate</b>	<b>Moderate</b>
<i>Technical Soundness</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project Relevance</i>	<i>Moderate</i>	<i>Moderate</i>
<b>Institutional Capacity for Implementation and Sustainability</b>	<b>Substantial</b>	<b>Substantial</b>
<i>Monitoring and Evaluation Arrangements</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Implementation Arrangements</i>	<i>Substantial</i>	<i>Substantial</i>
<b>Project Financial Management</b>	<b>High</b>	<b>High</b>
<i>Project External Audit</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Accounting and Financial Reporting</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Internal Controls</i>	<i>High</i>	<i>High</i>
<i>Project Funds Flow/Disbursement Arrangements</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Budgeting</i>	<i>High</i>	<i>High</i>
<i>Project Organization and Staffing</i>	<i>Substantial</i>	<i>Substantial</i>
<b>Project Procurement</b>	<b>Substantial</b>	<b>Substantial</b>
<i>A.1 Legal, Regulatory and Policy Framework</i>	<i>Substantial</i>	<i>Substantial</i>
<i>A.2 Institutional Framework and Management Capacity</i>	<i>Substantial</i>	<i>Substantial</i>
<i>A.3 Accountability, Integrity and Transparency of the Public Procurement System</i>	<i>Substantial</i>	<i>Substantial</i>
<i>A.4 Public Procurement Operations and Market Practices.</i>	<i>Substantial</i>	<i>Substantial</i>
<i>B.1 Assessment of Project Complexity</i>	<i>Substantial</i>	<i>Substantial</i>
<i>B.2 Assesment of Implementing Agency Capacity</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Procurement Overall</i>	<i>Substantial</i>	<i>Substantial</i>
<b>Environment, Social and Climate Impact</b>	<b>Substantial</b>	<b>Moderate</b>
<i>Vulnerability of target populations and ecosystems to climate variability and hazards</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Greenhouse Gas Emissions</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Physical and Economic Resettlement</i>	<i>Low</i>	<i>Low</i>
<i>Community health, safety and security</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Labour and Working Conditions</i>	<i>Substantial</i>	<i>Substantial</i>

<b>Risk Category / Subcategory</b>	<b>Inherent risk</b>	<b>Residual risk</b>
<i>Indigenous People</i>	<i>Low</i>	<i>Low</i>
<i>Cultural Heritage</i>	<i>Low</i>	<i>Low</i>
<i>Resource Efficiency and Pollution Prevention</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Biodiversity Conservation</i>	<i>Moderate</i>	<i>Moderate</i>
<b>Stakeholders</b>	<b>Moderate</b>	<b>Moderate</b>
<i>Stakeholder Grievances</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Stakeholder Engagement/Coordination</i>	<i>Moderate</i>	<i>Moderate</i>
<b>Overall</b>	<b>Substantial</b>	<b>Substantial</b>

<b>Country Context</b>	<b>High</b>	<b>High</b>
<b><i>Fragility and Security</i></b>	<b><i>Substantial</i></b>	<b><i>Substantial</i></b>
<p><b>Risk:</b></p> <p>Risk: The Fragility assessment note provides a detailed analysis of the fragility context. 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. Ukraine war will also continue to have impact on global situation linked to food security. Sudan war has also affected the country's economy with huge influx of refugees and could also affect food and oil trade. The country is vulnerable to natural disaster (drought, floods) and Desert locust phenomenon which may be devastating food security across East Africa. The country is expected to hold elections in 2024, which may potentially impact the security situation.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>Mitigations: SADEP will use a Community-Driven Development (CDD) approach as a tool to strengthen community governance, cohesiveness and build trust for a common vision and ownership of Project interventions. Project interventions will also seek to address the drivers of conflict and fragility in the country.  SADEP will work with humanitarian agencies i.e., UNHCR, WFP to: a) identify beneficiaries graduating from humanitarian assistance that are ready for SADEP interventions; b) share information from their early warning systems; and c) provide information on conflict analysis.  Selection criteria for geographical areas included the likelihood for the security aspects enable activity implement.  SADEP initiatives will provide employment opportunities for the youth, which may dissuade them from engaging in conflict activities. Missions will ensure full compliance with Minimum Operational Security Standards (MOSS) &amp; partnership with other IFIs and/or UN agencies for implementation.  IFAD will engage third party project supervision modalities if the security situation is not conducive for IFAD missions.</p>		
<b><i>Macroeconomic</i></b>	<b><i>High</i></b>	<b><i>High</i></b>

<p><b>Risk:</b></p> <p>Risk: South Sudan economic outlook has been strained by COVID-19, internal conflicts, climate change effects (e.g. floods, drought), declining oil revenue, and the wars in Sudan and in Ukraine. This has resulted to decline in growth from 12.9% to -4.9% between FY 2019/20 and FY 2020/21. Over the three fiscal years, namely 2020/21, 2021/22, and 2022/23, it recorded -4.9%, -2.9%, and -0.4%, respectively. GoSS has persistently experienced significant budget shortfalls (40 percent – 60 percent) over the past few years, which significantly strains the Country’s ability to investment in service provision and mobilise counterpart funds. In addition, the South Sudanese Pound (SSP) is facing high inflation, resulting in volatility of exchange rate and a thriving black market. The discrepancy between official exchange rate and the black market may distort the profitability analysis of the project in the EFA.</p>	High	High
<p><b>Mitigations:</b></p> <p>Mitigations: IFAD’s allocation to South Sudan is under DSF terms i.e., 81% grant and a 19 % loan at highly concessional terms, with a grace period of 10 years, which will enable GoSS to recover before repayments are required. SADEP co-financing from GEF is assisting in mobilizing climate financing to support the diversification of investments in renewable energy, natural resource management and strengthening institutional capacity to improve the effectiveness of climate adaptation and mitigation initiatives  IFAD will dialogue with the IFI (IMF, WB, AFDB) and Development Partner representatives in the ongoing Public Financial Management (PFM) reforms working group which is working to strengthen financial governance in the Ministry of Finance, National Revenue Authority, Tax Management and realign the budget towards service delivery. Profitability analysis for SADEP will be done in USD, to mitigate the volatility of the exchange rate and ensure realistic price/expenditure scenarios for internationally sourced goods. IFAD supervision missions will review value for money to address any potential expenditure increases.</p>		
<p><b>Governance</b></p>	<b>High</b>	<b>High</b>
<p><b>Risk:</b></p> <p>Risk: Capacity and system deficits in public sector institutions, revenue and expenditure systems, legal frameworks, accountability frameworks and systems for provision of services to citizens would negatively impact the effective implementation of SADEP 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. South Sudan is the 177 least corrupt nation out of 180 countries (joint second most corrupt country), according to the 2023 Corruption Perceptions Index reported by Transparency International with a score of 13/100. Since independence in 2011, the country has taken steps to promote transparency and accountability to fight corruption, South Sudan’s anti-corruption framework is still in its infancy. Where legal instruments exist, lack of capacity, resources and political will often hamper effective implementation.</p>	High	High

<p><b>Mitigations:</b></p> <p>Mitigations: SADEP will be implemented through a Third-Party Implementing Partners. Highly competent IPs with strong track record, systems, and capacities in implementing CDD approach and agriculture will be proposed. IPs will work with SPCU at the national level and decentralised Government systems and strengthen the capacities of staff at all levels such that they will play a critical role in the implementation and sustainability of SADEP. The IPs will be expected to possess an equivalent framework to IFAD's Project Procurement Guidelines, Procurement Handbook and standard procurement documents (SPDs). IFAD will continue to engage in dialogue with the other IFIs (IMF, WB, AfDB) and Development Partner representatives in the ongoing Public Financial Management (PFM) reforms working group which is working to strengthen financial governance in the Ministry of Finance, National Revenue Authority, Tax Management and realign the budget towards service delivery. In sub-component 3.1 SADEP in partnership with AfDB and World Bank will build capacities of the SPCU and decentralised State in financial management, internal control frameworks, M&amp;E, and procurement. By project end, the GoSS SPCU will be able to take on increased implementation of future donor projects.</p>		
<p><b>Political Commitment</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>
<p><b>Risk:</b></p> <p>Risk: SADEP will work in both government and opposition-controlled conflict affected areas which are volatile and pose a fragile political context, including power struggles within the government and between different political factions, and ethnic groups. As per the provision on the Revitalized Peace Agreement, South Sudan is expected to conduct democratic presidential elections in December 2024 and thus the country could slide back to conflict. Political unrest can disrupt project implementation leading to delays, changes in priorities, or even project abandonment.</p>	<p>Substantial</p>	<p>Substantial</p>
<p><b>Mitigations:</b></p> <p>Mitigations: SADEP will work closely with humanitarian agencies/other UN agencies, such as UNHCR, WFP, etc. to tap into their early warning systems, to be able to better predict emerging conflict. Most importantly, SADEP 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. The country team will ensure development of a tailored implementation arrangement with Government to fit to the situation. The UN security management plan will be adopted for the project to ensure safety and security of IFAD staff and its subcontractors. Through the CDD approach, SADEP will foster strong relationships with local communities, government officials, and community leaders to navigate political complexities.</p>		
<p><b>Sector Strategies and Policies</b></p>	<p><b>Moderate</b></p>	<p><b>Moderate</b></p>
<p><b>Policy Development and Implementation</b></p>	<p><b>Moderate</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>Risk: High-level development frameworks are in place but specific policies, laws, and regulations necessary to guide day-to-day public service delivery in the agriculture sector are still in the early stages of development or outdated and need to be revised. 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>Moderate</p>	<p>Moderate</p>



<p><b>Mitigations:</b></p> <p>Mitigations: SADEP will support the development of selected policies related to seeds, Fisheries and Aquaculture Legal Framework under sub-component 3.2, with support from a TAs or replicate the partnership with ILO in READ project.</p> <p>The interventions of SADEP will be aligned with other development partners in policy development including: AFDB – Value chain analyses for key commodities Sorghum, fish, Seed Sector Policy Framework, Food Safety Regulations and SME Policy.</p> <p>The IA will be expected to apply IFAD policies (SECAP, Targeting)</p> <p>Capacity needs assessment, which will inform capacity development interventions and the provision of specialised technical assistance Priorities and actions needed for policy development and implementation will be made clear and during policy development process diverse stakeholders will be engaged to interpret and implement consistently at all levels.</p> <p>The project will establish systematic communication mechanism to share information and feedback on how policy implementation is progressing across the sites and important policy milestones to maintain buy-in and motivation of stakeholders.</p>		
<p><b>Policy alignment</b></p>	<p><b>Moderate</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>Risk: While the foundational policy framework for agriculture development exists and aligns well with IFAD’s Strategic Framework and priority areas, there is a risk that these may not sufficiently pro-poor and/or aligned with IFAD priorities therefore 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.</p> <p>Although SADEP will support development of policies related to seeds, Fisheries and Aquaculture Legal Framework under Subcomponent 3.1, the actual implementation of the policies will depend on political will, prevailing context, and the availability of investment funds to address structural and functional gaps, there is then a risk of weaker implementation of this subcomponent.</p> <p>Government policies are usually articulated as high-level goals and objectives and a range of stakeholders are only engaged during implementation, this makes policy implementation a challenge and diffuse.</p>	<p>Moderate</p>	<p>Moderate</p>
<p><b>Mitigations:</b></p> <p>Mitigations: IFAD’s targeting policy and SECAP will be applied to ensure appropriate social inclusion. SADEP will liaise with the Nutrition Department and other stakeholders in the SUN Movement to bring lessons from IFAD ongoing efforts to prepare the nutrition multisectoral strategic action plan.</p> <p>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. The National Nutrition Policy has been prepared and is currently at final stages of ministerial endorsement prior to official launch.</p> <p>The country team is giving high priority to policy issues and monitor the implementation of activities under sub component 3.1 in partnership with FAO and other donors in the country.</p>		
<p><b>Environment and Climate Context</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>
<p><b>Project vulnerability to climate change impacts</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>

<p><b>Risk:</b></p> <p>Risk: Climate change is a significant driver of environmental fragility dimension 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% 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. This will have a significant adverse effect to food and nutritional security agricultural productivity, access to markets, value chains, infrastructure, and/or the incidence of pests and diseases, resulting in increased vulnerability or deterioration of target populations' livelihoods and ecosystems.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>Mitigations: Climate smart practices including crop diversification to minimize risk, allocate investments to combat climate change impacts through support to climate smart agriculture and investment in climate resilient infrastructure.</p> <p>Some of the climate smart technologies to be promoted include:</p> <ul style="list-style-type: none"> <li>● rainwater harvesting;</li> <li>● drought tolerant and early maturing crop varieties;</li> <li>● Climate smart practices including crop diversification to minimize risk</li> <li>● drought tolerant forage and agroforestry fodder species;</li> <li>● watershed conservation and management;</li> <li>● afforestation;</li> <li>● conservation of habitats;</li> <li>● solar and other forms of renewable energy sources, and energy saving approaches etc.</li> <li>● The proposed project is designed to reduce emissions and enhance sequestration.</li> <li>● The project has developed a Response to Emergency and Disaster (RED) to enable swift response to disasters</li> </ul>		
<p><b><i>Project vulnerability to environmental conditions</i></b></p>	<b><i>Substantial</i></b>	<b><i>Substantial</i></b>
<p><b>Risk:</b></p> <p>Risk: According to the 2023 OCHA Inform Risk Index, South Sudan is the second most vulnerable country globally to be impacts of natural hazards, including droughts and floods and one in two South Sudanese live in areas exposed to moderate flood hazard.</p> <p>South Sudan risk of spatial and temporal distribution of water as well as scarcity of rainfall, drought can impact irrigation, drinking water supplies and health of aquatic ecosystems affecting both agriculture and fishery sector. Excess rainfall that leads to flooding can result in soil erosion, loss of fertile topsoil and land degradation.</p>	Substantial	Substantial

<p><b>Mitigations:</b></p> <p>Mitigations: SADEP will support investments in water management systems and landscape to combat climate change impacts through support to climate smart agriculture and investment in climate resilient infrastructure. Through the GEF 8 co-financing, SADEP 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:</p> <ul style="list-style-type: none"> <li>- support establishment of local community groups to address issues of conflict, drought, gender issues and peace building;</li> <li>- build capacity of these community groups to identify risks and hazards early enough and to disseminate information to communities;</li> <li>- support the development of early warning systems;</li> <li>- promote use of climate smart farming practices;</li> <li>- promote sustainable natural resources management (soil, water and plant management, landscape management).</li> <li>- Local communities will be engaged in the planning and implementation of adaptation measures and build their capacity to manage environmental risks.</li> <li>- In case of officially declared drought or floods in the project area, the RED component will be triggered</li> </ul>		
<b>Project Scope</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Technical Soundness</b>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>Risk:  <ul style="list-style-type: none"> <li>✓ Extension service delivery may be affected by limited government capacity and very few extension workers in the project area of operation.</li> <li>✓ Preference for local varieties to new improved varieties by smallholder farmers may lead to reduced adoption of SADEP technologies. These may affect the achievement of the PDO.</li> </ul> </p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>Mitigations:  <ul style="list-style-type: none"> <li>✓ Mobilization of national experts to support the projects technical implementation.</li> <li>✓ The project implementation arrangements will involve use of third-party implementing partners and working alongside public extension officers. The major challenge experienced by the public sector is lack of resources and mobility to carryout extension services. As part of capacity development, SADEP will train extension staff and facilitate that engagement in communities.</li> <li>✓ The project will seek to promote both local and improved varieties of sorghum in the development of the seed system through a participatory process (strengthening community seed systems) and the formal system. Rather than focusing on sorghum alone, the project will look to support the sorghum system which includes legumes which will promote crop diversification and improve nutrition.</li> </ul> </p>		
<b>Project Relevance</b>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>Risk: The risk that project interventions become irrelevant due to general instability and fragility in the country. The risk that the interventions on the selected interventions do not align with the needs of the targeted communities. Such instability in the country situation may affect relevance.</p>	Moderate	Moderate

<p><b>Mitigations:</b></p> <p>Mitigations: SADEP is aligned with the GoSS Comprehensive Agriculture Master Plan (CAMP) and IFAD's newly developed COSOP 2024-2029, SADEP will focus on re-establishing livelihoods for rural communities, focusing on 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. A CDD approach provides leeway for the beneficiaries to identify projects based on their own needs. SADEP is also designed with a fragility lense and builds capacities of public institutions and involves them in project design and implementation.</p>		
<p><b>Institutional Capacity for Implementation and Sustainability</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>
<p><b>Monitoring and Evaluation Arrangements</b></p>	<p><b>Moderate</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>Risk: Although the SPCU M&amp;E system is improved and provides required data, capacity, processes, and systems remain weak in the overall Ministry of Agriculture and Food Security (MAFS) which may create 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>Moderate</p>	<p>Moderate</p>
<p><b>Mitigations:</b></p> <p>Mitigations: A total of 3.3% of the total budget is dedicated to ME and 2 M&amp;E positions have included, as well as specific technical assistance. Each IP will have a ME officer. IFAD will use the supervision missions and implementation support to identify any weaknesses and use Component 3.1 to provide capacity-building support to the SPCU and the Ministries services to build capacities in M&amp;E</p>		
<p><b>Implementation Arrangements</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>
<p><b>Risk:</b></p> <p>Risk: The Ministry of Agriculture and Food Security (MAFS) does not have sufficient capacity and systems to manage the project effectively (in accordance with the Financing Agreement and all relevant IFAD basic legal documents) towards achievement of envisaged project development objectives.</p> <p>The Government has requested to implement the capacity development activities for Subcomponent 3.1. There is lack of national professional capacity to carry on with program activities due to the limited manpower availability.</p> <p>There is risk of non-development of local professional capacity leading to high cost in implementing program activities and non-efficiency in tackling the actual projects objectives in meeting the results suitable for the country development.</p> <p>A parallel co-financing if foreseen for SADEP with the AfDB. There is a risk that the parallel co-financing may not materialize or comes late.</p>	<p>Substantial</p>	<p>Substantial</p>

<p><b>Mitigations:</b></p> <p>Mitigations: For capacity development activities under subcomponent 3.1, the PCU will be expected to work through local service providers, under ring-fenced financial management and procurement arrangements. The PCU is represented at the Central, State, County levels and will be expected to ensure a) technical alignment with the PDR and Government policy and legal frameworks; b) achievement of the overall targets; and c) ensuring sustainability of strategic investments of a public good nature. Most of SADEP activities will be implemented through Third party implementations partners to mitigate the risk of low capacity of implementation.</p> <p>The CDD approach will empower communities to plan and implement investments, and relevant Operations and Management capacities will be built throughout project implementation at the County, Payam and Community levels.</p> <p>Provision of specialized international and national technical assistance; institutional capacity development at all levels; training of young staff. Activities to be financed by AfDB parallel co-financing are complementary but not interdependent. Recurrent cost for SADEP is totally independent from AfDB in a way that if the AfDB parallel co-financing do not materialize SADEP will be able to implement its activities.</p>		
<b>Project Financial Management</b>	<b>High</b>	<b>High</b>
<b>Project External Audit</b>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>(i) The National Audit Chamber (SAI) is empowered by the laws of the GoSS to audit all Government Funds. However, the first global synthesis report on Supreme Audit Institutions (SAI) Independence, which was carried out by the World Bank in 2021, indicated that the Supreme Audit Institution in South Sudan has low independence, which increases the risk of misuse of funds and human resources capacity to perform external audits, which may lead to late submission of the audit reports;</p> <p>(ii) The risk of inadequate external audit scope to provide adequate assurance that funds are used for their intended purposes;</p> <p>(iii) If a UN Agency selected as an IP and their internal rules may not allow project level annual audits. Therefore, there is a high risk of non-compliance with IFAD's General Conditions.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>(i) Until the human capacity and independence of the SAI are improved, SADEP's financial statements will be audited annually by an independent external audit firm accepted by IFAD from neighbouring countries in accordance with International Standards on Auditing (ISA) and the Conceptual Framework for Financial Reporting and Auditing of IFAD-financed Projects and Related Handbook;</p> <p>(ii) MAFS will recruit the external auditors within 6 months entry into force to avoid delays in audit report submission. MAFs will use the external audit TOR template included in the IFAD's Financial Reporting and Auditing Handbook, and add agreed-upon procedures based on project specifics and the audit scope will include all implementing partners. The auditors will perform the audit in accordance with the TOR cleared by IFAD and International Auditing Standards. The IPs will submit their financial statements to MAFS within four months after the year-end to give sufficient time to SPCU for consolidation. The audit reports will be submitted to IFAD within 6 months after the financial year-end;</p> <p>(iii) IFAD's audit requirements will be included in the sub-agreement that will be signed between the GoSS and the UN Agency. If the annual audit requirement is not accepted by the UN Agency, an alternative assurance mechanism may be adopted, such as management assertion letter (Assurance letter), which is signed by the Director of finance/treasurer of the UN Agency to confirm.</p>		
<b>Project Accounting and Financial Reporting</b>	<b>Substantial</b>	<b>Substantial</b>

<p><b>Risk:</b></p> <p>(i) Accounting software of the IPs may not be suitable for project wise accounting. This may lead to manual interventions in the preparation of financial statements; financial accounting data may be incomplete or unreliable and financial reporting may not meet international standards and prone to misrepresentation and fraud;</p> <p>(ii) There is a risk of delays in the submission of quarterly interim financial reports and unaudited financial statements due to the implementing partners' ability to submit their financial reports on time and delays in the consolidation of financial reports by the SPCU.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>(i) The accounting software requirements and specifications will be included in the sub-agreements that will be signed between the GoSS and IPs to ensure that IPs have adequate accounting software for project-wise accounting. IPs will need to adopt the same chart of accounts that meets IFAD's project financial reporting requirements by financier, component, subcomponent, and category. If the IPs existing accounting software is not suitable for project-wise accounting, IPs should upgrade their accounting software to meet IFAD's minimum requirements. IPs will also be required to have adequate accounting policies and standards;</p> <p>(ii) IFAD will provide an FM training at the start-up, which will also include a session on the preparation of IFRs and annual financial statements in accordance with IFAD requirements. Financial reporting requirements will be included in the sub-agreement that will be signed between GoSS and IPs.</p>		
<p><b>Project Internal Controls</b></p>	<b>High</b>	<b>High</b>
<p><b>Risk:</b></p> <p>(i) The SPCU has the oversight responsibility of the World Bank and IFAD funded projects and they will be responsible for implementing the sub-component 3.1. Operating costs are shared between different projects. However, the absence of a cost-sharing framework agreement makes it difficult to monitor these payments on a project level and increases the risk of misuse of funds;</p> <p>(ii) Lack of effective oversight over implementing agencies' internal control systems may lead to misuse of funds and loss of assets. The MoA's internal audits do not cover IPs activities, and IPs may not have adequate internal audit arrangements to provide assurance that funds are used for their intended purposes;</p> <p>(iii) Sub-component 1.2 envisages collaboration with UN agencies and IPs will contract with service providers for the implementation for some activities. There may be a risk of non-compliance with IFAD requirements or overlapping positions/roles between IPs and service providers, leading to high implementation costs.</p>	High	High

<p><b>Mitigations:</b></p> <p>(i) Development of a cost-sharing framework agreement in the SPCU, which specifies the cost-sharing arrangements for projects funded by different international financing institutions;</p> <p>(ii) The project will strictly comply with the PIM that received no objection from IFAD. Within 3 months of entry into force, MAFS will take all necessary actions to ensure that the project is included in the internal audit plan of the Internal Audit Unit of the Ministry of Agriculture. The MoA's internal audits do not cover IPs, therefore existence of adequate internal control and auditing arrangements in IPs should be considered during the selection of the IPs;</p> <p>(iii) IPs will be selected through a competitive selection process in accordance with the ToRs shared by IFAD and contracted by GoSS upon receiving No Objection from IFAD. An FM assessment on IPs will be undertaken to ensure compliance with IFAD requirements as part of the due diligence. The agreement that will be signed with IPs will detail the roles and responsibilities of parties, financial management requirements, and disbursement procedures to be followed to ensure full compliance with IFAD's FM and reporting rules. MAFS will ensure that the IPs fully comply with the agreement signed between the GoSS and IPs, and that there are no overlapping roles or positions between the IPs and the service providers to avoid high implementation costs;</p> <p>(iv) The Borrower will include all financial management requirements in the Sub-agreements /MOUs/ Contracts that will be signed with UN agencies to ensure full compliance with IFAD's FM rules.</p>		
<p><b>Project Funds Flow/Disbursement Arrangements</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>
<p><b>Risk:</b></p> <p>(i) Risk of funds being disbursed with delays due to IPs' lack of knowledge about the disbursement procedures, or lack of capacity of project implementing partners;</p> <p>(ii) Slow start up due to delays in implementation of disbursement conditions and finalizing the agreement that will be signed between the GoSS and the IPs;</p> <p>(iii) Risk of cross financing between financing sources due to delays in effectiveness of co-financings anticipated during design, which may lead to frontloading some recurrent costs under IFAD financing and overrun in other categories;</p> <p>(iv) Delays in receiving tax exemptions may occur due to lack of information about MAFS's tax exemption claim procedures.</p>	<p>Substantial</p>	<p>Substantial</p>

<p><b>Mitigations:</b></p> <p>(i) Disbursement and flow of funds arrangements will be detailed in the PIM for clear guidance to avoid delays in disbursements. SPCU and IFAD will closely follow up on the fulfillment of disbursement conditions and the effectiveness of co-financings to ensure timely disbursements from all financing instruments and avoid instances of fund shortages that lead to cross financing between financing sources or front-loading of expenditures from IFAD financing. In the event that co-financing will not occur, the reallocation process should be foreseen well in advance;</p> <p>(ii) As agreed with the MoFP, the project will ensure that government in-kind contributions are included in the AWPB so that annual tax and duty exemptions can be requested from the MoFP based on the approved AWPB, within 15 days after the approval of the AWPB. Tax and duty exemptions will cover all project activities, including the activities implemented by IPs to avoid tax payments from IFAD and GEF grants. When requesting the tax exemption, this will be clearly stated in the formal request letter that will be sent to the MoFP;</p> <p>(iii) IFAD will provide a training to all project FM staff on IFAD's disbursement procedures, timelines and the preparation of interim financial reports (IFRs) at the beginning of the project;</p> <p>(iv) A start-up advance will be made available to the project to speed up the start-up process and IFAD will help fast-track the recruitment process of the IPs by preparing the relevant TORs and the Request for Proposals (RFQ) for the selection of the third-party IPs.</p>		
<p><b>Project Budgeting</b></p>	<p><b>High</b></p>	<p><b>High</b></p>
<p><b>Risk:</b></p> <p>(i) The PFM systems are weak in South Sudan, including their weaknesses in planning, monitoring, and budget execution. The IFAD lesson learned from the ongoing SSLRP project showed that budget preparation and execution continue to be problematic. Weak capacity to prepare timely and reliable budgets and weak budget monitoring may result in delays in budget approvals, implementation of activities, and overdraft in certain categories or misuse of funds;</p> <p>(ii) There is a risk that the project may not prepare the AWPBs in accordance with the costab, schedule 2 of the financing agreement, and agreements signed between GoSS and IPs, or will not include government in-kind contributions in the annual budget, which may lead to delays in receiving the tax exemptions from the MoFP and result in payments of tax and duties from IFAD or GEF financings.</p>	<p>High</p>	<p>High</p>
<p><b>Mitigations:</b></p> <p>(i) Annual Work Plan and Budget will be prepared jointly by the SPCU and IPs in consultation with other key stakeholders to ensure that budget is realistic, accurate and feasible to implement. The project will ensure that all financiers are included in the budget, including government and beneficiary in-kind contributions. The SPCU will hold meetings with all relevant parties to go through the final draft of the consolidated budget to ensure that it is prepared in accordance with the cost tables at design, Schedule 2 of the Financing Agreement and the agreement signed between the GoSS and the IPs. In addition, SPCU will ensure that there is a strong link between project expenditure, outputs, and results;</p> <p>(ii) The AWPB will be prepared in sufficient detail with IFAD templates and submitted to IFAD for no objection sixty days (60) prior to the end of each fiscal year. The AWPB preparation calendar will be included in the PIM to ensure that timelines are well understood by SPCU and the IPs. Financial and physical progress against approved budgets (AWPB) will be monitored monthly by various components, subcomponents, and expenditure categories to avoid overspending. If a budget revision is needed, this will be communicated with IFAD's earliest possible to avoid ineligibles;</p> <p>(iii) Capacity building for the project staff, strengthening the budget planning and monitoring systems, and inserting the AWPB into the accounting software to facilitate effective budget monitoring and reporting.</p>		
<p><b>Project Organization and Staffing</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>



<p><b>Risk:</b></p> <p>The PFM systems about staffing and organization are weak in the country. There are significant shortages in the availability of qualified and experienced FM personnel. There are capacity gaps in the SPCU in relation to FM, and the third-party Implementing Partners (IPs) that will be implementing the technical components may not have experience in the implementation of IFAD-funded projects, policies and procedures. Lack of knowledge about IFAD's procedures together with weak oversight over project activities and the IPs may lead to misuse of funds and high implementation costs.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>(i) Third party IPs will be selected through a competitive selection process and contracted by GoSS with technical assistance and no objection from IFAD. A financial management assessment will be carried out on potential implementing partners as part of the due diligence to ensure that the IPs have adequate financial management arrangements in place to implement the project. FM staff will be included in the sub-agreements that will be signed between the GoSS and the IPs;</p> <p>(ii) Experienced and qualified financial management staff will be recruited on a competitive basis, and there will be annual performance evaluations to ensure that personnel capacity is kept at an acceptable level. All FM staff will be required to complete IFAD's FM e-learning training within 3 months of date of appointment. IFAD will also provide detailed FM training at the start-up to ensure that both SPCU and the IPs' financial management staff are well aware of IFAD's financial management rules, procedures, and requirements. Since procurement and financial management are directly linked to fiduciary matters, a joint workshop may be organized to cover all fiduciary aspects. Additional technical assistance and capacity building will be provided during the implementation.</p>		
<p><b>Project Procurement</b></p>	Substantial	Substantial
<p><b>A.1 Legal, Regulatory and Policy Framework</b></p>	Substantial	Substantial
<p><b>Risk:</b></p> <p>The Public Procurement law, Public Procurement and Assets Disposal Act, was enacted in 2018. Regulations and Standard procurement documents are in draft form and awaiting legislative ascent. Government Ministries are currently being sensitized on the Act and formation of Procurement Committees.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>Use of IFAD's Public Procurement Guideline, Handbook and Standard Procurement Documents for all procurements undertaken by Government. Technical assistance and implementation support are required to ensure compliance with IFAD procurement guidelines.</p>		
<p><b>A.2 Institutional Framework and Management Capacity</b></p>	Substantial	Substantial
<p><b>Risk:</b></p> <p>Unpredictability of the budget hinders planning for procurement. The government lacks a system to generate substantial and reliable coverage of key procurement information, or does not systematically make key procurement information available to the public. There are no curricula for training in public procurement, or system to monitor and improve public procurement.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>IFAD Financing covenants will define the budgeting and disbursement cycles. Use of IFAD Procurement guidelines, principles and declarations of impartiality when processing procurement activities. There is need to create awareness among stakeholders on the effects of fraud and corruption. The use of IFAD's Contract Monitoring Tool shall ensure publication on IFAD's Project Procurement site. Publish contract awards in the same platforms they are advertised. All project procurement staff are to be provided with a TOR and trained in BUILDPROC.</p>		

<b>A.3 Accountability, Integrity and Transparency of the Public Procurement System</b>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>Procurement planning is neither optimal nor informed by market research. There has been absence of public procurement records in the recent past the project teams have demonstrated significant gaps in contract management practices. Proactive engagement with private sector is limited and market views most opportunities as exploitable.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>Engagement of Third-party IAs be identified competitively. Such arrangements to be augmented with training in contract management practices.</p>		
<b>A.4 Public Procurement Operations and Market Practices.</b>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>There is no established programme to train internal and external auditors to ensure that they are qualified to conduct high-quality procurement audits.</p> <p>The appeals mechanism is uncertain.</p> <p>There is no evidence of anti-corruption measures in place.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>Project audits undertaken as required by financing covenants. Require that auditors have adequate knowledge of public procurement as a condition for carrying out procurement audits.</p> <p>Use of IFAD Handbook for guidance on processes for challenges and appeals.</p> <p>Use of IFAD prohibited practices provisions in SBDs along the whole procurement cycle.</p>		
<b>B.1 Assessment of Project Complexity</b>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• Project does not introduce new procurement methodologies, though there is a provision for use of simplified procedures.</li> <li>• The project investment value is not high, though it will require onboarding an Implementing Agency contract for components 1 and 2.</li> <li>• Some project locations are not easily accessible.</li> <li>• The project incorporated CDD and will have community led procurements.</li> <li>• South Sudan is in FY24 List of Fragile and Conflict-affected Situations.</li> </ul>	Substantial	Substantial
<p><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>• Use of procurement methods and procedures prescribed in the IFAD guidelines and handbook</li> <li>• IFAD to assist and closely work with MAFS in onboarding third party IA.</li> <li>• The third-party IA should be conversant with IFAD and/or IFI project procurement procedures.</li> <li>• Capacity building for community procurement committees and close monitoring by the third-party IA.</li> </ul>		
<b>B.2 Assessment of Implementing Agency Capacity</b>	<b>Substantial</b>	<b>Substantial</b>

<p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>• There has not been a deliberate procurement strategy and evidence of limited market research to back planning.</li> <li>• MAFS has an SPCU for all IFI funded operations. These had no documented procurement strategies, but one has been prepared under SADEP.</li> <li>• Delayed procurement processes due to incomplete ESIA.</li> <li>• Existing IFAD operations yet to be audited, and the public procurement regulatory function is not fully functional to undertake procurement audits.</li> <li>• There are no established contract management procedures and necessary contract amendments have taken long to be implemented.</li> <li>• In presence of gaps in contract management procedures, there lacks well-developed claims assessment procedure.</li> <li>• MAFS has a procurement unit which is staffed with a director and 2 other officers. However, they only undertake RFQ procedures for low-value off the shelf items. The procurement staff in MAFS have not been relied upon for open market procedures and have no proven capacity to implement procurement activities under IFAD funded operations.</li> <li>• There is need for sustained procurement training. Procurement officers not certified.</li> </ul>	Substantial	Substantial
<p><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>• Need for emphasis in needs analysis, defining requirements and packaging procurements to ensure optimal packaging and costing.</li> <li>• Update the project procurement strategy regularly to reflect the procurement environment and guide the planning and market approaches.</li> <li>• Use of IFAD SPDs with standard procurement provisions on SECAP, and Works contractors to hire among its key staff an Environmental and Social Safeguards Specialist.</li> <li>• IFAD training in contract management, and project to make use of contract management plans and risk registers.</li> <li>• There are no prescribed thresholds for contract amendments.</li> <li>• Include approval thresholds for contract amendments as part of the PIM.</li> <li>• Use of third-party experienced contract management for verification of contractual claims.</li> <li>• Use of the openly sourced qualified and experienced procurement specialist, and a third-party IA. Procurement officers should be seconded from MAFS to assist in project procurement tasks and gain the relevant experience.</li> <li>• IFAD BUILDPROC training and other procurement related trainings.</li> </ul>		
<p><b><i>Project Procurement Overall</i></b></p>	<b><i>Substantial</i></b>	<b><i>Substantial</i></b>
<p><b>Risk:</b></p> <p>The assessment indicates a significant risk towards achievements of project objectives and/or compliance with IFAD's Project Procurement Framework. There are shortcomings in pillars A and B that will be addressed through proposed mitigating measures.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>Mitigation measures have been proposed for the assessed risks. The measures will be spread within the project implementation period. There is need to on board an experienced third-party implementing agency for project implementation.</p>		
<p><b>Environment, Social and Climate Impact</b></p>	<b>Substantial</b>	<b>Moderate</b>
<p><b><i>Vulnerability of target populations and ecosystems to climate variability and hazards</i></b></p>	<b><i>Substantial</i></b>	<b><i>Substantial</i></b>
<p><b>Risk:</b></p> <p>Risk: High exposure to rainfall variability and others climatic hazards will impact the rural populations by drought occurrence leading to disasters. Then the project's beneficiaries may not fully participate to longer term productive investments. Project results may be affected.</p>	Substantial	Substantial

<p><b>Mitigations:</b></p> <p>Mitigations:</p> <p>a) Through the CDD approach the project will engage communities to identify climate-resilient livelihood investment options – conceived to strengthen the ability of communities to cope with extreme weather events. These activities are less likely and not expected to trigger significant social and environmental perturbations. SADEP will build capacities of communities to strengthen project ownership, sustainability, and meaningful socioeconomic benefits.</p> <p>b) The project will implement sustainable water management practices, such as rainwater harvesting and efficient irrigation techniques, to ensure water availability during dry periods.</p> <p>c) The project will be encouraging diversification in agricultural practices and alternative income-generating activities to reduce dependency on a single source of livelihood.</p> <p>d) Initiatives aimed at reforesting degraded areas, protecting watersheds, and conserving biodiversity can help maintain ecosystem services and resilience against climatic hazards.</p> <p>e) SADEP will promote early warning systems for extreme weather events and introducing climate risk insurance can provide critical buffers against the impacts of climate variability.</p> <p>f) A RED component has been introduced in the project to help swiftly react to natural disasters such as floods or drought.</p>		
<p><b>Greenhouse Gas Emissions</b></p>	<p><b>Moderate</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>Risk: Irrigation and market infrastructure development could lead to increased GHG emissions through the use of fossil fuels in machinery, transportation, and construction activities. The expansion of agricultural land could lead to deforestation, reducing carbon sequestration capacity. The use of synthetic fertilisers can lead to emissions of nitrous oxide.</p>	<p>Moderate</p>	<p>Moderate</p>
<p><b>Mitigations:</b></p> <p>Mitigations:</p> <p>a) The project will promote solar or other renewable energy sources for irrigation and other energy needs to reduce dependency on fossil fuels.</p> <p>b) Improved fodder will reduce the already low level of GHGs. The watershed conservation includes agroforestry which will reduce GHGs. No deforestation or additional biomass burning will result from project activities.</p> <p>c) Agroforestry will be integrated into agricultural landscapes to enhance carbon sequestration,</p> <p>d) Implementation of precision agriculture techniques will be promoted to optimise fertiliser use, including organic fertilisers can reduce nitrous oxide emissions.</p> <p>e) Efficient waste management will be promoted that include composting to reduce methane emissions</p>		
<p><b>Physical and Economic Resettlement</b></p>	<p><b>Low</b></p>	<p><b>Low</b></p>
<p><b>Risk:</b></p> <p>Risk: No physical or economic resettlement envisaged</p>	<p>Low</p>	<p>Low</p>
<p><b>Mitigations:</b></p> <p>N/A</p>		
<p><b>Community health, safety and security</b></p>	<p><b>Moderate</b></p>	<p><b>Moderate</b></p>

<p><b>Risk:</b></p> <p>Risk: SADEP aims to support in improvement of nutrition wellbeing through the 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>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>Mitigations: Qualified engineering consultants will be recruited to do the design 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, SADEP 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 several measures to be taken to mainstream health and hygiene considerations across all project activities. Promotion of diversified and healthy diets is expected to build the immunity of beneficiary community to withstand the effects of COVID.</p>		
<p><b>Labour and Working Conditions</b></p>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>Risk: Child labour is pervasive thus project may exacerbate the exploitative labour practices (e.g., child labour), gender-based violence, discriminatory and unsafe/unhealthy working conditions for people employed to work specifically in relation to the project, including third parties and primary suppliers.</p>	Substantial	Substantial
<p><b>Mitigations:</b></p> <p>Mitigations: - The government has signed the relevant international treaties and regularly exchanges with ILO. IFAD will engage with ILO to potentially field joint technical assistance. - The project will develop a labour and assessment and management plan that will evaluate the potential labour risks associated with the project based on type of work and workers and documented suitable mitigation measures. The project's ESMP will include safeguards to ensure that each technical lead and IA ensures that there are no exploitative labour practices (e.g., Child labour), gender-based violence, discriminatory and unsafe/unhealthy working conditions for people employed to work specifically in relation to the project. The beneficiary feedback mechanism through surveys will include feedback on these aspects and a GRM mechanism in place will ensure this risk is minimized.</p>		
<p><b>Indigenous People</b></p>	<b>Low</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>Risk: There are no Indigenous Peoples in South Sudan as per the UN definition; therefore, no such risk is envisioned particularly in project interventions areas. The project design team did not identify Indigenous Peoples in the project area.</p>	Low	Low
<p><b>Mitigations:</b></p> <p>No risk envisioned. Not applicable.</p>		
<p><b>Cultural Heritage</b></p>	<b>Low</b>	<b>Low</b>

<p><b>Risk:</b></p> <p>Risk: There is no risk that the project will impose adverse impacts on the physical and cultural heritage. South Sudan ratified the Convention Concerning the Protection of World Cultural and Natural Heritage in 2016. Consultations have shown there to be no national cultural heritage sites in the project area, the project area also does not contain UNESCO World Heritage Sites</p>	Low	Low
<p><b>Mitigations:</b></p> <p>No envisioned risk</p>		
<p><b>Resource Efficiency and Pollution Prevention</b></p>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>Risk: The potential use of agrochemicals can lead to pollution of soil and water bodies, harming aquatic life and potentially entering the human food chain. Agricultural and post-harvest practices, along with fish processing, could generate organic and inorganic waste, leading to pollution if not properly managed. Increased agricultural activities and processing envisaged by the project might lead to higher energy consumption, contributing to carbon emissions if the energy sources are not sustainable.</p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>Mitigations:</p> <ul style="list-style-type: none"> <li>● SADEP will align with the ESCMF, which includes materials on banned substances in terms of pesticides and herbicides, which are in any case will controlled by MoA/Regulatory Services the project will explore options natural integrated pest management.</li> <li>- Green manuring will be practiced, while being cognizant of potential competing demands for these same materials</li> <li>● SADEP plans to develop climate-resilient infrastructure, such as small-scale irrigation systems and proper storage facilities, to support sustainable agriculture and reduce post-harvest losses.</li> <li>● The project will promote sustainable fishing and farming practices, including the establishment of community-based fisheries management plans and sustainable agricultural practices that conserve resources and minimize pollution.</li> <li>● Training and capacity building for local communities and producer organizations in resource-efficient practices and pollution control measures. This includes training in the use of energy-efficient drying technologies and proper waste management to prevent environmental pollution.</li> </ul>		
<p><b>Biodiversity Conservation</b></p>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>Risk: The establishment of resilient irrigation and market infrastructure could lead to habitat alteration or loss, affecting local flora and fauna. Enhanced irrigation practices may lead to over extraction of water resources, impacting ecosystems and dependant species. In addition, the use of agrochemical in improved agricultural practices could lead to soil and water contamination, affecting non-target species and ecosystems</p>	Moderate	Moderate

<p><b>Mitigations:</b></p> <p>Mitigations:</p> <ul style="list-style-type: none"> <li>✓ SADEP will undertake relevant assessments to identify and potential negative impacts on biodiversity and will integrate conservation and development objectives in line with the SECAP and ESCMF frameworks to mitigate negative impacts.</li> <li>✓ The project will implement strategic planning to minimize habitat disruption, including setting aside conservation areas within project landscapes to preserve native flora and fauna.</li> <li>✓ The project will adopt water-saving irrigation techniques (e.g., drip irrigation) and ensure that water extraction does not exceed recharge rates to protect aquatic habitats.</li> <li>✓ Integrated Pest management will be promoted to reduce the reliance on chemical pesticides and fertilizers, incorporating biological control methods and organic farming practices to lessen environmental impact.</li> </ul>		
<p><b>Stakeholders</b></p>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Stakeholder Grievances</b></p>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>Potential grievances around i) selection of project sites, ii) location of water infrastructure, iii) diversion of water upstream, iv) identification of beneficiaries and v) potential grievances around infrastructure and diversion of water upstream.</p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>Implementation of IFAD's Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability</p> <p>Apply IFAD's targeting strategy, including transparency on selection criteria in the country. SADEP will support capacity development of value chain actors n with local communities and administrators, and representation from different groups including women, youth and returnees.</p> <p>SADEP will carry out periodic conflict analysis in consultation with humanitarian agencies, such as UNHCR, WFP.</p> <p>The Grievance Redress Mechanism (GRM) will be deployed to address any potential localized conflict, including deployment of Component 0 as needed.</p> <p>Undertake stakeholders' feedback sessions.</p> <p>Government implements a bottom-up approach in the identification of investments, hence there is free and prior consent of the communities.</p>		
<p><b>Stakeholder Engagement/Coordination</b></p>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>Highly marginalised rural communities, and Government has inadequate capacity to reach communities.</p> <p>Inadequate systems and processes for bottom-up planning and participatory approaches and weak voice of the rural poor in decision-making.</p> <p>The protracted hiring process for third-party implementation partners can delay project initiation and execution.</p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>SADEP will adopt the CDD approach which 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, SADEP will work through local Government including County and Payam (village) structures, strengthen their capacities to ensure ownership and critical decision-making at the local levels.</p> <p>A competitive market approach with assistance from IFAD will be explored.</p>		

## **South Sudan**

---

### **Sustainable Agricultural Development Project Project Design Report**

#### **Annex 11: Country Level Policy Engagement**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department





## **Annex 11: Country Level Policy Engagement (CLPE)**

CLPE will support the transition from post-conflict fragility to a peaceful state by strengthening government and rural institutions to enable participatory policy formulation and effective implementation and oversight of development projects. The process will involve local communities in policy dialogues, ensuring that their voices are heard, and the needs and perspectives of marginalized and vulnerable groups are considered.

IFAD projects will conduct assessments of the nature and extent of the skills gap in partnering government organisations and will determine the type of CLPE support required by each. The support to be provided will be costed and the expected outcomes and indicators will be specified.

Priorities will be policies that address the root causes of conflict, such as the competition for scarce resources, conflicting land tenure rights, youth unemployment, weak sector governance, and weak value chains and market access.

Climate resilience will be strengthened by collaborating with the Government of South Sudan and partners in developing and updating climate strategies and in integrating climate adaptation and mitigation strategies into investments.

CLPE will support strengthening of the national agricultural and rural data base to better inform policy making and strategy. This will be accompanied by measures to strengthen monitoring and evaluation (M&E) capacity in key implementing agencies.

In coordination with other development partners, CLPE will be employed to strengthen institutions in four sectors:

rural community and producer organisations, to ensure active participation in policy dialogue, monitoring of agricultural investment plans, and improved private sector linkages.

partnering government agencies (national, state, county) on policy development, fiduciary management and M&E;

mechanisms to facilitate partnerships between the private sector, producer organizations, and government to support value chains; and

third-party Implementing Partners, given their expected continued role in implementation.

Two forms of innovation will be required during the project period: the first is to identify effective ways to de-escalate conflict and to building foundations for a secure peace which will enable inclusive development. This will entail the adoption of approaches adapted to South Sudan's unique conflict-affected situation. The second includes more conventional innovations to improve food security, nutrition, and resilience, involving different forms of climate resilient agriculture, produce storage, processing, data generation, M&E, etc.

Knowledge management (KM) will be data driven and oriented towards policy and operational applications and structured within defined workstreams under the strategic objectives. A full KM framework and priority topics will be detailed in the first year of the project, of particular importance will be the documentation of experience gained in implementing other projects in fragile post-conflict situations, and the effectiveness of measures pursued. This will be further informed by lessons learnt from CLPE engagements which, in turn, will inform subsequent policy formulation and up-scaling.

The project will endeavour to enhance productivity and value chain efficiency through the promotion of platforms that enable institution and ecosystem strengthening and market linkages by connecting small producers with agribusinesses. Although specifically a SADEP activity, efforts will be made to partner with the private sector in applying remote sensing technologies, satellite imagery, Internet of Things (IoT), Geographical Information Systems and early warning systems that provide climate-smart advisory services, to map vulnerable areas and assess the impacts of climate change.

IFAD projects will promote the digitalisation of Village Loan Savings Associations and strengthen the capacity of cooperatives to act as brokers and intermediaries of the digital financial services thereby enhancing financial inclusion. It will coordinate with other humanitarian partners to share data and promote evidence-based M&E.

## **South Sudan**

---

### **Sustainable Agricultural Development Project Project Design Report**

#### **Annex: Annex 12 Fragility Assessment**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department



## Annex 13: South Sudan: Fragility Assessment Note

### Background

1. Since achieving independence in 2011, South Sudan has consistently grappled with severe fragility, as reflected in its ranking by the Fund for Peace's Fragile States Index. In 2023, the country was placed 3rd and has consistently been among the top four for the past decade.
2. The objective of this fragility assessment is to pinpoint the primary drivers of South Sudan's multidimensional fragility and evaluate their implications for rural communities. The assessment concentrates on the dimensions where IFAD can make a significant impact, specifically environmental, social, and institutional fragility, with an emphasis on bolstering the resilience of rural communities and enhancing the capacity of local institutions to foster such resilience. These forms of fragility are prevalent in many of the rural areas where IFAD is active in South Sudan and, critically, they often exacerbate the challenges faced by rural women and men in achieving sustainable poverty reduction. Such multifaceted fragility frequently heightens people's susceptibility to both environmental and man-made crises.
3. The assessment puts forth targeted recommendations for integrating a Fragility lens throughout the SADEP design process. Additionally, it offers concrete operational suggestions for effective project implementation.
4. The methodology for the fragility assessment relied on secondary data sourced from various partners, including FAO, IOM, and the World Bank, among others, SECAP note, lessons learned from other projects implemented in fragile contexts, and filed visit during the design mission (6 to 16 March 2024).

### Multidimension of fragility in South Sudan

5. South Sudan fragility spans five critical dimensions: political and institutional, security, social, economic, and environmental. Collectively, these elements directly affect the rural population, given that as much as 95% of the nation's population relies on agriculture, fishing, or herding for their sustenance and livelihoods.
6. **Political and institutional dimension.** South Sudan is one of the world's most politically fragile countries, where conflicts and violence have exasperated population movements, population displacements and settlements<sup>1</sup>. Its political landscape is characterized by ongoing factionalism and struggles with democratic consolidation. Despite the Revitalized Agreement on the Resolution of Conflict in South Sudan (R-ARCSS), signed in September 2018, aimed to establish a power-sharing arrangement and a transitional government of national unity by February 2020., the country faces delays in crucial democratic processes such as constitution-writing and elections (Presidential Election are planned for December 2024). Trust in the central government is notably low, particularly among rural populations who perceive themselves as marginalized. Furthermore, the absence of operational transitional justice mechanisms outlined in peace agreements raises concerns about accountability and reconciliation. Customary justice systems, while predominant, often lack inclusivity and may conflict with international human rights standards.
7. Factors contributing to this political fragility include weak peacebuilding capacities at both national and sub-national levels, poor economic performance, governance

---

<sup>1</sup> Most trained professionals have moved away from the hotspots. Cases for road engineers trained by WFP and positioned in Mundri, Torit and Magwi have been reported during end of project evaluation in 2018.

issues, social tensions, weak institutions and weak law and regulations enforcement mechanisms, the presence of non-state armed groups, and prevalent sexual and gender-based violence (SGBV).

8. In South Sudan, traditional authorities play a crucial role in bridging gaps in state capacity by addressing issues that the government cannot not tackle. They offer alternatives to formal institutions, which are often perceived as corrupt and inefficient. While traditional authorities are seen as more effective, cost-efficient, and prompt in resolving disputes compared to state institutions, they also pose challenges for peacebuilding. Traditional justice systems are typically male-dominated and frequently exclude women, youth, and ethnic or religious minorities. Additionally, some customary practices, such as dowry payments, are inconsistent with international law and human rights principles.
9. **Economic dimension.** Economic fragility presents a major obstacle to peacebuilding efforts in South Sudan. Declining oil prices, currency depreciation, and dependence on imports contribute to an ongoing economic crisis. Conflict and climate-related disasters have severely impacted agricultural production, exacerbating poverty and food insecurity. The country faces significant development needs in basic infrastructure, education, and healthcare, with limited access to essential services exacerbating socio-economic disparities.
10. **Environmental dimension.** South Sudan faces significant environmental challenges, which include vulnerability to natural hazards, limited water management, climate change and land degradation. All these have significantly impacted and damaged the agricultural sector. Over the past decade, temperatures in South Sudan have been rising at a rate twice as fast as the global average. Prolonged and severe flooding (2020 to 2022) led to the displacement of hundreds of thousands of people, with significant repercussions for farming and livestock. Limited natural resource management leading to land degradation exacerbates political and economic tensions, while climate change impacts disproportionately affect rural communities reliant on subsistence farming and pastoralism. Water scarcity and disputes over resources intensify conflicts, while illegal logging contributes to environmental degradation and tensions among returning refugees and local populations.
11. **Security dimension.** Security remains a significant concern in South Sudan, despite the formalization of peace agreements. In global rankings of conflict events, South Sudan is ranked sixth<sup>2</sup>, making it one of the most violence prone countries in the world. These incessant conflicts and violence exacerbated population movements, displacements, and settlement challenges are not only disrupting economic activities but also destabilizing settlements, depopulating rural areas, and stymieing the exploitation of South Sudan's rural potential. The ongoing conflict's structural causes are deeply entrenched in interconnected multidimensional fragility of political, economic, social, and environmental issues, posing significant hurdles to achieving sustainable peace. Additionally, the conflict in Sudan has contributed to an influx of refugees and returnees into South Sudan.
12. Community perceptions of safety have deteriorated, leading to increased reliance on armed groups for protection. State security forces, notably the police, are viewed as ineffective and face persistent mistrust from civilians. The proliferation of small arms and light weapons further exacerbates insecurity, with limited progress in disarmament efforts. Conflicts have severely disrupted agricultural activities<sup>3</sup>,

---

<sup>2</sup> From 2011 to 2014, there were about 1 643 reported conflict events in South Sudan.

<sup>3</sup> It is stated that 70% of the land is suitable for agriculture production. Only 4% of the arable land is currently cultivated.

destabilised settlements, killed people<sup>4</sup> and depopulated the rural areas, and stagnated the exploitations of South Sudan's economic potentials<sup>5</sup>.

13. **Social dimension.** Social cohesion in South Sudan is undermined by low levels of trust at various societal levels. High levels of displacement due to conflict pose significant challenges to rebuilding trust and fostering social integration. Displaced populations encounter obstacles in returning and reintegrating into their communities, including property disputes and lack of documentation. Gender-based violence remains pervasive, with underreporting due to cultural stigma and structural barriers to accessing support services.
14. **Gender and youth.** South Sudan is a patriarchal society where women and youth have very few opportunities for participation in high-level decision-making. According to the UN Human Rights Council, women in South Sudan are "dramatically underrepresented" in positions of authority in political, cultural, and security institutions, which reflects on deeply rooted gender norms in the society.
15. **Gender.** Women account for over 60% of the population in South Sudan as a direct result of over 39 years of conflict since Sudan's Independence. Years of conflict have deprived women of their dependents, husbands, and sons, coupled with discriminatory cultural traditions and poverty. These conditions have not allowed the promotion of equal rights and the ability of women to actively participate in the development initiatives. Women work extra hours in a day, attending to their families and their responsibilities are not only physically challenging and time consuming but emotionally draining.
16. Violence against women and the lack of recognition of women's rights as a human right is a key feature that exacerbates Gender Based Violence (GBV). Gender inequality and GBV is pervasive and has been propagated by the conflict and used as a weapon. 71% of women (15 years and above) <sup>6</sup>in South Sudan are illiterate (60% for men), with 50% of girls under the age of 18 married. While the number of girls enrolled in primary school has increased over the last few years since the signing of the comprehensive peace agreement in 2005 reaching 30% in 2015, it remains low compared to boys (40%)<sup>7</sup>.
17. Women have limited control over crops produced for sale. Customary laws refuse to grant property ownership to women: women's access to land is permitted only by their husbands and male family members. This limits women's participation in extensive agriculture and hinders their access to credit and loan funding.
18. **Youth.** Culturally created social norms continue to be one of the impediments for the youth to realise their potential. Female youth face challenges in obtaining education due to early pregnancies and forced marriages. The male youth on the other hand are expected to look after livestock which exposes them to insecurity such as cattle raids and abductions (UNICEF 2015). Conflicts propagated by youth are due to lack of employment opportunities and the need to gain resources such as cattle for dowry payment. Another motivation is the pride people take in being 'warriors' as the

---

<sup>4</sup> According to studies [ACLED, 2015], South Sudan has the third highest number of fatalities for communal violence in Africa with average fatalities per communal violence events standing at 13.9 compared to the continental average of 5.8.

<sup>5</sup> Based on counterfactual analysis and various estimations of the costs of the civil war in terms of destruction, disruption, diversion and dissaving, Frontier Economics (2015) estimated that, should the conflict continue for a further one to five years, the war will cost South Sudan between US\$ 22.3 billion and US\$ 28.2 billion in terms of lost real GDP.

<sup>6</sup> <https://data.worldbank.org/indicator/SE.ADT.LITR.MA.ZS?locations=SS>, 2018

<sup>7</sup> <https://data.worldbank.org/indicator/SE.PRM.NENR.MA?locations=SS>



community respects people who defend the community. These factors combined with existence of politically motivated ethnic tensions threaten to prolong conflict in South Sudan and make it even harder for youth to pursue a productive and non-violent future. The lack of training and education opportunities, and marketable skills, and favours recruitment by armed militias, further exposing households to violence, displacement, and limited productive labour (Institute of Security Studies 2019).

19. **Returnees:** Returning families have challenges of shelter and lack of comprehensive health services in the places of returns has a huge. Although many returnees have land for farming, they lack seeds and tools. Reliable livelihoods opportunities are scarce and although they may have capacity, they lack start-up capital. House, land and property issues is **another** challenge for returning families because they cannot return to their places of origin as their land/houses and properties have been occupied by the cattle keepers from other states. While a marked increase in displaced people deciding to return would be an indication of greater stability and prospects for prosperity and potentially reinforce these in the long term, high number of returning people could in the short to medium term worsen vulnerable people's well-being and living conditions and erode community resilience.
20. **Internally displaced persons (IDPs):** South Sudan's security situation has seen some improvement since **the** ceasefire signed in 2018, leading to the return of approximately 627,000 internally displaced persons (IDPs) to their places of origin by December 2022. More recently, as the war has moved southward, the Equatoria region has received many IDPs (413,000). Most IDPs live outside of camps. About 7 in 10 IDPs are now displaced in their state of origin, with half of them even in their county of origin indicating that they did not travel far to reach the camps. This also implies that they would not have to cover large distances, security permitting, to check on their dwellings and livelihoods or, eventually, return home.
21. However, the region remains volatile, and organized violence at the subnational level in the Greater Upper Nile Region since August 2022 has resulted in the displacement of around 20,000 people. Currently, approximately 2.2 million people remain internally displaced, and 2.27 million refugees are residing in neighboring countries such as Uganda, Sudan, the Democratic Republic of the Congo, Ethiopia, and Kenya.
22. The ongoing fighting between the Sudanese Armed Forces (SAF) and the Rapid Support Forces (RSF) in Sudan is having a significant impact on South Sudan. The clashes have resulted in an increasing death toll and numerous injuries. As a result, civilians are fleeing to neighboring countries, including Chad, Egypt, and South Sudan, potentially leading to a rise in the number of refugees and South Sudanese returnees.<sup>8</sup>
23. **Child labour:** Children in South Sudan engage in the worst forms of child labour, including in armed conflict and cattle herding. Levels of child involvement in economic activity are remarkably high affecting almost half of 10-14-year-olds (45%) according to the Bureau of International Labour Affairs (2018).

### **Fragility drivers for the agricultural sector**

24. Agriculture is the backbone of South Sudan's economy, employing a significant portion of the population and contributing to food security and livelihoods. However, fragility drivers undermine the country agricultural stability and productivity, leading to fragility. These drivers include:
  - 24.1 **Escalating Prices and Economic Challenges.** In South Sudan's capital, the period between June and September 2022 witnessed a significant increase in maize

---

<sup>8</sup> Addressing Food Crises in Violent Conflicts, Food Systems Summit Brief, April 2021, [https://sc-fss2021.org/wp-content/uploads/2021/04/FSS\\_Brief\\_Addressing\\_Food\\_Crises\\_in\\_Violent\\_Conflicts.pdf](https://sc-fss2021.org/wp-content/uploads/2021/04/FSS_Brief_Addressing_Food_Crises_in_Violent_Conflicts.pdf)

prices by 65 % and sorghum prices doubling. This surge can be attributed to substantial depreciation of the exchange rate and more than doubled fuel prices, which inflated transport costs. The sharp increase in fuel prices was influenced by the global impact of the war in Ukraine on international oil prices. Between October 2022 and February 2023, coarse grain prices increased by 15-20 %, although the rising trend eased due to the commercialization of newly harvested crops in 2022. In February 2023, maize and sorghum prices were approximately twice as high as the previous year, with exceptionally high levels observed across the country. Insufficient supplies, low local productivity, low foreign currency reserves, a weak national currency, and high fuel prices primarily contributed to these elevated cereal prices. Reduced imports from neighbouring Uganda, where exportable surpluses declined in 2022, further added to the upward pressure on prices.

- 24.2 **Climate Change and Environmental Degradation:** South Sudan is highly vulnerable to climate change impacts, including erratic rainfall patterns, prolonged droughts, and floods. These events lead to crop failures, loss of livestock, and displacement of communities. Environmental degradation, such as deforestation and soil erosion, exacerbates these challenges.
- 24.3 **Climate change.** According to the 2023 OCHA Inform Risk Index, South Sudan is the second most vulnerable country globally to be impacted by natural hazards, including droughts and floods and one in two South Sudanese live in areas exposed to moderate flood hazard. Climate-induced displacement is a major concern in South Sudan, with flooding and droughts forcing people to move within the country. Resource-based conflicts arise from disputes over land boundaries, crop destruction by livestock, and competition for water and pasture. Intercommunal conflicts are fuelled by clan rivalries, cattle raids, and cross-border tensions.
- 24.4 **Food insecurity:** According to the latest IPC analysis, approximately 7.76 million people, comprising nearly two-thirds of the population, face IPC Phase 3 (Crisis) or worse levels of acute food insecurity during the lean season between April and July. The most severe food insecurity is reported in the states of Upper Nile, Northern Bahr el Ghazal, Jonglei (including Pibor Administrative area), and Unity. In these areas, between 70 and 77 percent of the population experiences severe food insecurity. Moreover, approximately 43,000 individuals in Jonglei and Unity states are classified under IPC Phase 5 (Catastrophe), indicating extreme levels of acute food insecurity.
- 24.5 **Conflict and food insecurity.** The presence of armed groups and intercommunal conflicts exacerbate the fragility, making it difficult for farmers to cultivate their lands safely. Conflict has profoundly impacted on both the crop and livestock sectors in South Sudan. In case of livestock, there was redistribution, stripping off the rich and **depleting** of stocks for the poor. There is pressing requirements for restocking and animal health interventions. This is in addition to measures to reduce cattle raiding, and the need for compensation for raided livestock and damage to settled farming communities.
- 24.6 **Land and Resource Management:** Land disputes and inadequate land tenure systems also pose significant challenges to agricultural development. Unclear land rights, frequent conflicts, and weak enforcement mechanisms contribute to an environment of **insecurity** and fragility, hindering agricultural investments and productivity.

### **Fragility challenges affecting smallholder farmers**

25. All above mentioned drivers of fragility have profound and direct implications for the South Sudan rural population, impacting production and productivity hence pushing

communities further towards food insecurity, malnutrition, and poverty<sup>9</sup>. These include among others:

- 25.1 **Macroeconomic challenges**, including high inflation, insufficient food supplies, and livelihood losses due to consecutive years of widespread floods, have worsened the seasonal deterioration of the food security situation since early 2023. The volatile economic environment has increased cost of farm inputs. This has limited farmers ability to scale up production and value addition.
- 25.2 **High food prices** have limited access to food for a significant number of households.
- 25.3 **Weak institutions and governance**: Inadequate institutional capacity, corruption, and lack of coordination among relevant ministries and agencies undermine effective policy implementation and provision of essential services to farmers. Weak governance contributes to the overall fragility of the agricultural sector.
- 25.4 **Limited access to inputs and technology**: Farmers in South Sudan face difficulties in accessing quality seeds, fertilizers, and agricultural machinery especially for ploughing land and value addition, resulting in low agricultural productivity.
- 25.5 **Limited extension services** and inadequate knowledge transfer further restrict the adoption of modern agricultural practices and technologies.
- 25.6 **Limited capacities and technical skills**. At both national and local level limited capacities and technical skills hamper the improvement of agricultural productivity.
- 25.7 **Climatic shocks** (floods, drought, high temperatures, pest outbreaks), resulting in a low agricultural production and rise in food insecurity and malnutrition.
- 25.8 **Outbreak of Pests and diseases**. The country is vulnerable to Desert locust phenomenon, foot and mouth disease for cattle, and increased incidence of crop and livestock pests as well as diseases, severely impacting agricultural production.
- 25.9 **Limited market access**: Poor Road networks, high transportation costs, and limited market linkages restrict farmers' ability to sell their produce and access profitable markets. This limits their income-generating opportunities and perpetuates poverty and fragility.
- 25.10 **Limited Infrastructure**: South Sudan has inadequate infrastructure, including transportation networks, irrigation systems, and storage facilities. This limits farmers' ability to access markets, transport their produce, and store harvests, resulting in significant post-harvest losses.
- 25.11 **Conflict and Insecurity**: Ongoing conflicts and security challenges disrupt agricultural activities, displacing farmers, destroying infrastructure, and limiting access to farmlands, affecting production and productivity.
- 25.12 **Conflict herders/ farmers** has profoundly impacted on both the crop and livestock sectors in South Sudan. In case of livestock, there was redistribution, striping off the rich and depleting of stocks for the poor. There is pressing requirements for restocking and animal health interventions. This is in addition to measures to reduce cattle raiding, and the need for compensation for raided livestock and damage to settled farming communities which result in conflicts over natural resources.

## Recommendations for SADEP project

---

<sup>9</sup> Source: <https://www.fao.org/giews/countrybrief/country/SSD/pdf/SSD.pdf>

26. **Community-Driven Development Approach.** In the context of fragile settings like South Sudan, a Community-Driven Development (CDD) approach emerges as a highly effective strategy for fostering social capital and empowering local communities. Recognizing its transformative potential, the CDD approach will be central to the intervention strategy of the SADEP project. By prioritizing community participation, local ownership, and grassroots decision-making, this approach not only enhances the relevance and sustainability of development initiatives but also strengthens the resilience and self-reliance of communities facing multiple challenges.
27. Through the SADEP project, the CDD approach will facilitate active community engagement in identifying priorities, planning interventions, and implementing solutions tailored to the unique needs and capacities of each community. By empowering local stakeholders and promoting inclusive participation, the project aims to build trust, foster collaboration, and enhance the collective capabilities of communities to address the complex challenges they face.
28. **Response to emergency and disaster Component** For fragile situations where shocks (for example: flooding, droughts, locust attacks) <sup>10</sup> are highly probable, IFAD recommends including in the design a response to emergency and disaster (RED) component. The objective of the RED component is to support IFAD projects to provide immediate and targeted support to the affected population, within IFAD's mandate and in support of the project development objectives. The RED component is meant to be a first and swift response of the project. It will be embedded in, and complementary to, the national government-led response plan and outline IFAD's financial contribution and type of interventions for the disaster response. Should the aftermath of the disaster require significant changes to the project design, beyond the scope of RED component, the IFAD project restructuring policy will be applied for making the necessary changes within a reasonably short amount of time.
29. **Fragility lens.** The following recommendations aim to integrate a fragility lens into the design strategy and implementation of the SADEP project. These recommendations are organized into two tables:
  - 29.1 Table 1 focuses on identifying the key drivers, challenges, and proposed solutions for the SADEP project. This information will inform the Theory of Change, guiding the project's approach to address the underlying causes of fragility and build resilience within the target communities.
  - 29.2 Table 2 addresses the operational aspects that need to be considered during the project implementation phase, ensuring that the design and delivery of interventions are contextually appropriate, responsive to local needs, and aligned with the principles of Community-Driven Development.

---

<sup>10</sup>Note that in some situations several shocks may occur simultaneously or following each other. A prolonged drought may follow a locust invasion. Floods and landslides are common during or shortly after heavy cyclones.

**Table 1: Fragility lens at project level**

<b>Fragility Dimensions</b>	<b>Fragility drivers</b>	<b>Challenges for the rural poor</b>	<b>Risk</b>	<b>Recommendation to address drivers of fragility in the project</b>
Economic	Declining oil prices Rapid depreciation of the South Sudanese Pound Shortages of hard currency  Low agricultural production and productivity Dependence on imports	Insufficient productive infrastructure Limited access to appropriate technologies and equipment for production and post-harvest handling Limited access to financial resources	High	Promote agricultural production and productivity. Seed production Market linkages and VC development Financial investment and funding Productive Infrastructure development (storage facilities...)
Environmental	Climate change (floods frequent droughts) Environment degradation	Outbreak of Pests and diseases Limited access to weather and climate information Reduced access to food Intensify conflicts over water and force pastoralists to shift routes, increasing the likelihood of resource conflicts.	High	RED component Sustainable resource management Promote resilient and sustainable practice. Promote resilient infrastructure (micro irrigation)
Social	Food insecurity Gender inequalities and negative social norms, youth bulge	Malnutrition Limited capacity and technical skills Limited access to and awareness of nutritious foods Insufficient basic infrastructure Limited access to water and natural resources Lack of clean water, poor sanitation, and hygiene practices Conflict farmers / pastoralist over resources e.g., Land ownership	Substantial	CDD approach Promotion of nutritious food through support to fish and sorghum food systems Nutrition education and SBCC Meaningful engagement of women and youth across project interventions Basic social Infrastructure development Mechanism for conflict resolution
Security	Proliferation of small arms/ lack law enforcement. Conflicts over resources Pastoralists /farmers Influx of migrants, returnees, and refugees	Displacement Expected spillover effects of conflict might include disruptions in oil exports, further inflation, food shortages, and overcrowding in refugee camps. Women and youth are particularly vulnerable to violence and insecurity.	Substantial	CDD Approach (to include mechanism for conflict resolutions between herders and pastoralists) RED Component Gender mainstreaming and sensitization to GBV Youth
Political and insitutional	Young country	Weak governance framework Limited capacity and technical skills Inadequate policies and framework	Substantial	CDD approach Capacity building Policies and framework development

		Low capacity of Government institutions at all levels		
--	--	---	--	--

**Table 2: Fragility lens applied at operational level**

<b>Domain</b>	<b>Challenges for the project</b>	<b>Risk</b>	<b>Recommendation</b>
CDD Approach	Few partners have excellent records of implementing a CDD approach in South Sudan	Substantial	Selection of a strong service provider (international technical assistance if needed)
Targeting	Delay in implementation due to unclear community targeting	Substantial	Preselection of Implementing Agency /short list with extensive knowledge of the country good presence in the targeted geographical area
Security	Restrictions on movement of project staff and missions in the project area	Moderate	Selection criteria for geographical areas
Supervision	Difficulties in organising the logistic of the supervision mission support. Favour smaller missions to take place on a more regular pace to allow closer follow up and more flexibility in movement.	Moderate	Rely on established UN agencies (WFP/ FAO/ UNDSS) for logistical support. Favour smaller missions to take place on a more regular pace to allow closer follow up and more flexibility in movement.
Implementation	The Government' capacity is extremely limited and Government budgets for operational purposes are inadequate. Limited availability of appropriately experienced and qualified non-government service providers.	Moderate	Third party implementation Build and strengthen local and national institutions through partnership for better service delivery to rural population. Technical assistance
Financial Management	Low financial management capacity at the PMU level Corruption	High	Third party implementation
Procurement	National Procurement rules and practices not satisfactory for IFAD Very low capacity in procurement at PMU level	Substantial	Apply the simplified Project Procurement Procedures for Fragile Situations Support procurement unit/ Fund manager in charge of procurement
M&E	Very low capacity in ME at PMU level and field level Difficulty in data collection	Substantial	Third party implementing agency includes ME function. Simple data collection system

## **References**

- FAO. 2024. South Sudan: The impact of conflict on food security and livelihoods – DIEM-Impact report, January 2024. Rome. <https://doi.org/10.4060/cc9717en>
- IOM, 2023. Understanding multidimensional fragility in South Sudan.
- IPC. 2023. South Sudan: Acute Food Insecurity and Malnutrition Analysis, September 2023–July 2024. Rome.
- IFAD, IOE. 2020. Community-driven development in IFAD-supported projects, Evaluation synthesis.

## **South Sudan**

---

### **Sustainable Agricultural Development Project Project Design Report**

#### **Annex: Annex 13 Technical Annex On Fisheries Interventions**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department





## **Annex 14: Technical Annex on Fisheries Interventions**

### **Key Lessons for SADEP fisheries interventions**

This is IFAD's first engagement in South Sudan's fisheries sector, however there are important lessons from other Development partners who have engaged in the sector in the country as well as from IFAD's engagement in other countries in the ESA region. Among the key lessons are;

1. *Fisheries post-harvest losses have multiple causes, and therefore, development interventions should take a multifaceted approach to have successful impacts.* Fisheries post-harvest losses in South Sudan remain significantly high at 20-50%, despite a number of development interventions implemented in the past 5 years. This is because most projects have focused particularly on infrastructure at the main landing sites and did not adequately address the constraints before the landing sites, especially at the fishing communities/camps where fishing activities take place, including the knowledge and skills of the fishers on fish handling and food safety. Lack of investments in ice also remain a major constraint to fresh fish distribution. SADEP takes a broader view in addressing post-harvest losses, with a lot of attention at the fishing communities/camps, involving; (i) adopting improved dried fish preservation and processing technologies in the fishing communities/camps; (ii) improved fisheries infrastructure at the landing for processing, marketing and reducing post-harvest losses; (iii) increased ice production and distribution to fishing communities, for storage, transportation and marketing fresh fish; (iv) skills and knowledge of fishing communities developed on fish handling, preservation, processing, hygiene, food safety and marketing;
2. *Development interventions in capture fisheries systems should include clear measures addressing sustainable fisheries management to mitigate the risks of over-exploitation.* Lessons from global fisheries in other countries and contexts indicate that capture fisheries are susceptible to overfishing unless deliberate and strong fisheries management interventions are included as part of fisheries development programmes. The case is more relevant for South Sudan fisheries due to identified weaknesses in regulatory systems, weak capacity of national and developed government structures, poor fisheries data and knowledge systems, inadequate resources, among other challenges. SADEP has incorporated this lesson and gives significant attention to actions ensuring sustainable management of fisheries resources, which include; (i) strengthening capacity of fishing communities for planning and community-based fisheries management in collaboration with devolved Government authorities at the State and County levels; (ii) strengthening extension services; (iii) developing community-based fisheries data, indigenous knowledge, and monitoring systems.

### **South Sudan Fisheries - CONTEXT**

South Sudan's fisheries sector holds immense potential for sustainable economic development and food security, however the sector remains relatively underdeveloped compared to other African countries. Despite facing several challenges, efforts to harness the abundant aquatic resources offer promising avenues for job creation, poverty alleviation, and nutritional enhancement, especially for rural populations. Fish is an important source of protein for many South Sudanese households, particularly in rural areas where access to other protein sources may be limited.

The country is endowed with vast water bodies, including the Nile River, White Nile, Blue Nile, Sobat River, and various lakes and swamps, which form a rich habitat for diverse fish species and biodiversity. A thriving capture fishery occurs in the major rivers, most prominent in the Nile, as well as in the expansive wetlands which are concentrated on the vast Sudd swamps that lie between Malakal in Upper Nile State and Bor in Jonglei State. The total area available for capture fisheries is about 80 000km<sup>2</sup>. With more than an estimated 220 000 fishers (consisting of 208,000 subsistence fishers and 12,000 commercial fishers), fishing supports the livelihoods of more than one million South Sudanese.

Fishing is primarily artisanal with traditional methods such as nets, traps, and hooks and conducted for both subsistence and commercial purposes. The total annual fish production in South Sudan is estimated at 114 000 tonnes (but official statistics report only 32 000 tonnes), which is considerably less than 200 000 tonnes considered to be the sustainable threshold of fish production. This is a rich multi-species fishery, with over 100 species reported in the Sudd wetlands, of which Nile tilapia, Nile perch, *Heterotis* and African catfish are among the most important as they are widely distributed in most aquatic habitats and abundant in the catches. The demand for some species appears higher than local production, resulting in substantial quantity of fish imports in an effort to bridge the gap between demand and supply. Most of this import is from Uganda, which has a significant Nile perch and tilapia fishery that are traded across the border to South Sudan as fresh or smoked products. At the same time there is a significant quantity of fish exported to regional markets, in particular Uganda and DRC as main destinations, although there is indication that some of it pass through to third destination countries. This is mostly fermented/salted dried fish of Nile tilapia and Nile perch species.

Due to weaknesses in the regulatory frameworks and in the management capacities of Government fisheries authorities, the capture fishery in South Sudan is largely open access, without controls on numbers of fishers and no entry conditions. The regulations are mostly outdated and grossly inadequate to address the current fisheries management challenges. There are no clear measures for fisheries management such as permitted fishing gears, protected sensitive zones, minimum catch sizes, closed fishing seasons etc. Furthermore, there is no monitoring, control and surveillance mechanism (MCS) for fisheries management in place, which raises the risk of illegal, unregulated and unreported (IUU) fishing taking place. There is no effective fisheries data collection, and therefore, limited understanding of the fishery dynamics and compromises capacities for fish stocks management. The country's transitional constitution recognizes the key role of traditional authority in matters affecting local communities, including in the control of local natural resources such as fisheries. Aquatic resources have been predominantly managed by various tribal communities through traditional governance systems in South Sudan, however these governance systems have been weakened due to internal conflicts, unclear roles and responsibilities across the decentralized structures and related dynamics.

Fish landing sites are not developed and are scattered along the Nile Riverbank and in the Sudd, and often lack access to urban markets due to underdeveloped road and market infrastructure; difficulty of transportation between production and consumption areas reduce supply to domestic and external. The major fish landing sites are Bor and Terekeka, where basic fisheries infrastructures were developed with the support of development partners, however these require proper maintenance, management plans and additional facilities to be fully utilized. The sector is particularly constrained by inadequate ice production capacity, which limits the distribution of fresh fish across the country and contributes to high post-harvest losses. Currently there is no ice plant or cold storage located in the main fish landing centres, although UNDP constructed a small ice plant in Bor which is not functional due to some unresolved issues.

Fish processing and preservation is mainly by traditional methods, particularly sun-dried, fermented/salted sun-dried and smoked fish (where firewood is available). Post harvest losses are quite high, estimated at 20-50%, with peaks during rainy seasons when flooding makes it difficult to access landing sites and markets. Several factors contribute to post-harvest losses; (a) inadequate infrastructure such as cold storage facilities, ice plants, fish processing facilities and proper transportation systems; (b) poor and unhygienic handling practices during and after catch leading to contamination, fish spoilage and loss in value; (c) traditional methods of fish preservation such as drying, salting, and smoking may not be sufficient to prevent spoilage, especially in humid and hot climates, while modern preservation techniques like refrigeration or freezing are often lacking; (e) Limited access to markets can lead to surplus production that cannot be sold in time, resulting in spoilage and losses; (f) lack of awareness and skills on food safety standards; (g) Natural factors such as temperature fluctuations, humidity, pests, and diseases can also contribute to post-harvest losses if appropriate measures are not taken to mitigate their impacts. The problem is compounded by lack of sanitary standards, laboratory facilities and capacity for fish product testing coupled with the limited technical capacities, affecting the quality of fish products marketed.

The Directorate of Fisheries and Aquaculture Development (DoFAD) is the mandated directorate to manage the fisheries sector. The current legal instrument for the fishery sector in South Sudan is the Freshwater Fisheries Act 1954, which was developed when the Sudan was still under colonial rule and therefore is outdated and does not adequately address the present challenges. A draft Fisheries Bill was prepared in 2006 and updated in 2012 but still has gaps that need to be addressed and validated before it can be finalized. The Fisheries Policy of South Sudan (2012 – 2016)<sup>1</sup> is still applicable, and its main goal is "Sustainable fisheries production and development, contributing to Economic Growth, Poverty Alleviation and Food Security." The Policy's specific objectives regarding capture fisheries is, inter alia, "To control overexploitation of fish stocks and eradicate IUU fishing".

While clearly there are many challenges to harness and sustain the benefits from the abundant fisheries of South Sudan, SADEP identifies the priority issues as; (i) sustainable management of fisheries resources with strong involvement of local communities in collaboration with State and County Government Fisheries authorities; (ii) Reduction of fish post-harvest losses through improved technologies, knowledge and skills; (iii) Development of fisheries infrastructure to reduce post-harvest losses and enhance market access; (iv) Harness fisheries data and indigenous knowledge for monitoring the impacts of fishing activities and management of resources; (v) Provision of fishing inputs and equipment to increase access to fisheries resources.

### **Introductory statement for fisheries interventions**

Fisheries interventions under SADEP aim to ensure the following: a) fisheries resources are produced and utilized sustainably; b) State and County Fisheries authorities collaborate closely with communities to effectively monitor the impact of fishing activities and managing the resources; c) post-harvest losses are significantly reduced; d) Improved technologies, skills, knowledge and good practices adopted for fishing and post-harvest; d) community-led infrastructure developed to improve fish quality, reduce losses and market access; e) improved access to fishing and post-harvest inputs and equipment by IFAD's target groups to increase the benefits from fisheries; . The project responds to these challenges with interventions under three sub-components. Sub-component 1.2, focuses on; a) Strengthening community-based planning and sustainable management of fisheries; b) Supporting community-based fisheries data, indigenous knowledge and monitoring systems for sustainable fisheries management; c) Enhanced access to sustainable fish production inputs and equipment. Sub-component 2.1 describes

---

<sup>1</sup> <https://faolex.fao.org/docs/pdf/ssd146714.pdf>

community-led and resilient fisheries infrastructure to reduce post-harvest losses and strengthen market linkages, while sub-component 2.2 is on Fishing community's capacity enhancement to reduce fish post-harvest losses.

## **Subcomponent 1.2 - Fisheries**

### **Activity 1: Strengthen community-based planning and sustainable management of fisheries**

Despite its vibrancy and huge potential, the fisheries sector suffers from a weak regulatory framework and limited capacities within the Government structures for effective fisheries management and conservation. The State and County Fisheries Departments have limited capacity and resources for monitoring, control and surveillance (MCS) of fisheries, raising the risk of illegal, unregulated and unreported (IUU) fishing taking place, and unless mitigated, could eventually result in over-fishing. The Fisheries Policy recognizes the critical importance of involving local communities in fisheries management to address some of these gaps and ensure the sustainability of aquatic resources and increased benefit from well-managed fisheries. The Policy encourages community-based approaches, such as co-management arrangements, as a way to empower local stakeholders to participate in decision-making processes, ensure their buy-in and increase compliance with regulations,

This activity contributes to the objectives of the Fisheries Policy by strengthening local capacities for planning and implementation of community-led fisheries management plans promoting good fishing practices. This may include restrictions on fishing methods or practices that harm sensitive ecosystems or controlling the use of certain types of fishing gear or mesh sizes that are destructive or non-selective and which target juvenile fish before they have attained reproductive age. Minimum mesh size restrictions may be established to protect juvenile fish and maintain healthy fish populations, while closed fishing zones and seasons may be determined to protect spawning grounds for vulnerable fish stocks. Community-based fisheries management plans should have a strong focus on Ecosystems Approach to Fisheries<sup>2</sup> as the basis for sustainable fisheries management. Furthermore, the activity will improve coordination in the functions of States Fisheries Departments, Counties and sub-counties (Village and Payam and Communities) through regular interactions and capacity building of the State/County fisheries extension services towards sustainable fisheries management. Specifically, the key outputs under this activity will be;

- *Community-based fisheries management plans developed and implemented*, involving the input and effective coordination of fishing communities, traditional leadership, Payam councils, County and State Fisheries Departments.
- *Extension workers and fishers trained on sustainable fisheries management*, ecosystems approach to fisheries, good fishing practices, fishing regulations, permitted gear types, alternative livelihoods etc.
- *Strengthened extension services* with the provision of 6 motorcycles and 2 fiberglass boats equipped with outboard engines to enhance the mobility and outreach of field extension workers in the fishing communities

### **Activity 2: Develop community-based fisheries data, indigenous knowledge and monitoring systems for sustainable fisheries management**

Fisheries management depends on data and information on the status and trends of fish stocks, fishing activities, environmental conditions, and socio-economic information to inform decision-making processes. However, such data is generally limited or outdated in South Sudan due to various factors including the country's security context, limited technical capacities and resources available for data collection, remote and inaccessible

---

<sup>2</sup> <https://www.fao.org/fishery/en/eaf-net/about/what-is-eaf>

fishing villages, and other data related challenges. While there is no indication of over-exploitation of fisheries resources at the moment, it is vital to generate and analyse fisheries data, harness indigenous knowledge, and monitor the resource status for evidence-based decision making. Participatory monitoring initiatives involving local communities in the collection, analysis and sharing fisheries data and information may reduce the gaps and help to promote transparency, accountability, knowledge, and awareness about sustainable fisheries management.

This activity aims to pilot community-based fisheries data, information and indigenous knowledge generation and analysis and to monitor status and trends in the fishery. It will develop simple templates and provide appropriate hands-on training, resources and the kits for recording key basic data and indigenous indicators for monitoring the status and changes in the fishery. These include data and information to assess fish production and catch composition (quantities caught, species composition etc.), fishing effort (including the number and types of fishing vessels, number and types of fishing gear, registration of fishers and fishing sites etc), fishing activities (spawning and nursery areas, spawning seasons etc).

The key output from these interventions are;

- Community-based fisheries data collection, indigenous knowledge and monitoring system developed. This includes development of appropriate fisheries data collection tools (templates, kits etc.) and provision of resources needed for data collection.
- Capacity building of State and County Fisheries staff and fishing communities on participatory fishery data collection, analysis and monitoring;

### ***Activity 3. Enhanced access to sustainable fish production inputs and equipment***

South Sudan's fish production is relatively modest compared to its potential and generally considered to be under-exploited, primarily due to expansive fishing areas, limited infrastructure, lack of investment, limited access to fishing gears, boats etc., the conflicts situation, and other challenges. Annual fish production is estimated at around 114,000 tonnes, compared to an estimated 200,000 tonnes maximum sustainable yield, which suggests there is some scope to increase production without the likelihood of over-exploitation. However, noting the limitations in fisheries data and information to accurately gauge fish production and fishing effort status and trends, any measures to increase fish production should follow the precautionary principles and include investments in data and knowledge systems and in effective management of the resources. The focus of this intervention will be to provide fishing communities with the appropriate inputs and equipment to enable them to fish sustainably, and if possible, venture to new fishing areas that are still under-exploited.

Currently fishing communities face challenges in accessing proper fishing gears as there are no fishing gear outlets along the landing sites or anywhere close to the fishing camps/villages. Secondly, most fishers lack proper boats to venture further into new fishing grounds. Fishing boats are either dugout canoes made from tree trunks, measuring approximately 4-5 meters or timber/planked canoes, measuring 5-7 metres long, which constitute the bulk of the fleet. A few fiberglass canoes and boats have been distributed mainly by NGOs to be used principally for fish transport. Development partners have tried to address inadequacy of fishing boats, for instance FAO and UNIDO (also UNDP?) initiated boat construction as an entrepreneurship for the youth in Terekeka. There are at least 5 registered youth boat construction entrepreneurial groups, employing about 30 youths, who received capacity building support from FAO or UNIDO. They mainly construct wooden planked boats and there is very high demand for these boats. During the design Mission, it was established that the boats are ordered, and cash deposit paid upfront, which suggests the possibility to expand the business and create more opportunities for the youth. FAO also trained the youth groups on constructing improved fibre-reinforced wooden fishing boats which, although costs more, offers increased durability and safety.

Furthermore, FAO intends to build the local capacity for production of full fibre glass boats, however SADEP will not promote this model as the technology is likely beyond IFAD's target groups at the moment, also considering the difficulties to source the construction materials which have to be imported.

SADEP will develop the opportunities around construction of wooden planked boats, including the improved fibre-reinforced type, and the opening of fishing gear outlets at landing sites, to achieve multiple objectives, including; (a) increased access to fisheries resources for IFAD's target groups, (b) increased fish production, especially by adopting sustainable fishing gears and boats to venture into under-exploited fishing areas; (c) creating employment opportunities and incomes for the youth in boat building and fishing gear outlets. Specifically, the project will support the following activities; (i) Support capacity building for boat construction, targeting 6 new boat building youth enterprise groups; (ii) fishing gear outlets established, targeting 2 retail outlets operated by the private sector and/or fishers associations through a PPP arrangement in the project area and retailing sustainable fishing gears. The key outputs from this intervention are;

- 6 new boat construction youth enterprise groups established, equipped and their capacity developed;
- 2 fishing gear retail outlets established operated by the private sector and/or fishers association through PPP arrangement.

## **Sub-component 2.2 – Fisheries**

### ***Activity 1: Community Capacity enhanced to reduce fish post-harvest losses***

Fisheries post-harvest losses in South Sudan's can be significant, estimated at 20-50% depending on season, with consequences to food security, incomes, and sustainability efforts. Fishing communities use traditional fishing and processing technology which are inefficient and result in high post-harvest losses. They also lack organization, skills and means to scale up their operations to capture the enormous market opportunities. Fisheries products are sold in four main forms: fresh fish, smoked, sun-dried and fermented/salted/dried. Salted/dried fish is dominantly targeted at regional export markets, while the rest is sold locally.

The main causes of post-harvest losses are; (a) inadequate infrastructure such as cold storage facilities, ice plants, processing facilities, landing sites/first point of sale and secondary markets and poor transportation systems; (b) poor and unhygienic handling practices during and after catch leading to contamination, fish spoilage and loss in value; (c) inadequate fish processing and preservation methods primarily based on traditional methods such as drying, salting and smoking, which may not be sufficient to prevent spoilage, especially in humid and hot climates. Modern preservation techniques like refrigeration or freezing are often lacking; (d) Limited access to markets can lead to surplus production that cannot be sold in time, resulting in spoilage and losses; (e) lack of awareness of proper post-harvest handling techniques and the importance of minimizing losses; (f) Natural factors such as temperature fluctuations, heavy rainfall, pests and diseases also contribute to post-harvest losses if appropriate mitigations are not taken. The problem is compounded by the lack of sanitary standards, laboratory facility and capacity for fish product testing.

The project addresses post-harvest losses through a multi-faceted approach involving various strategies and actions, including; (a) development of critical value chain infrastructure such as landing site facilities, first point of sale markets, ice plant and transportation (these are described in more detail under Infrastructure in Sub-component ....); (b) improvements in the dry fish chain – by introducing and improving solar-based technologies, facilities and practices to enhance shelf-life, quality, nutritional and economic value of dried fish products; (c) Improvements in cold chain – to increase access to ice for

all stages in the cold chain (fishing communities/camps, transportation, storage, markets etc.) and efficient distribution to increase the quantity and quality of fresh fish reaching consumers (d) Training to increase knowledge and skills in fish processing, preservation, handling, storage, hygiene, food safety and marketing;  
Specifically, the following post-harvest reduction interventions will be covered under this sub-component;

a) Improved dried fish processing and preservation technologies in the fishing camps/villages to increase shelf-life, quality, nutritional and economic value of dried fish products. The project will take two approaches to achieve the results of this intervention; (i) increase adoption of some of the proven solar-based post-harvest reduction technologies that have already been piloted by other development partners in South Sudan such as FAO and UNIDO. Among these are the energy-saving drying kilns/stoves and raised fish drying racks. However, the technology choices to promote will be based on the demand expressed by the fishing communities during the CDD planning and implementation stages; (ii) Pilot and introduce adapted solar-based fish post-harvest technologies from other countries in the region. In particular, the project will pilot UV treated solar fish tent dryers, which have proven elsewhere to increase the **drying** rates, good nutrient retentions and improved quality of **dried** products. There is also scope for further improvements in fish drying racks (e.g., net-covered drying racks, uv-treated PVC etc.), which the project will test and introduce in the fishing camps/villages to increase the impacts on post-harvest losses.

b) Improved fish cold chain particularly focused on ensuring increased availability of ice in sufficient quality and quantity at all stages in the cold chain, including in the fishing camps to increase fresh fish for the market, during fish transportation, storage, markets etc. The aim is to increase the quantity and quality of fresh fish reaching consumers, thereby increase incomes to fishermen and women in the value chain since fresh fish fetches higher prices and much higher turnover than dried products. The key interventions by the project will be; (i) Provide TA to support capacity building and develop strategy for effective ice production and distribution by the ice plant proposed under the project; (ii) Provide fishermen and cold chain actors with the facilities and tools to access ice e.g., insulated ice boxes and containers for ice and fresh fish distribution and storage.

c) Training of extension workers, fishermen and women in the fish value chain to increase knowledge and skills in fish processing, preservation, handling, storage, hygiene, food safety and marketing. Additionally, the project will provide training to the State/County Fish Inspectors at the landing sites/fish markets to improve their knowledge and skills in fish quality assessments. The intervention will be done through various modes of learning, including; (i) training workshops at the County level targeting extension staff and Fish Inspectors, (ii) community-level training and demonstrations at the landing sites and fishing camps/villages and (iii) the possibility to organize SSTC exchange learning visits to neighbouring countries for State/County Fisheries staff to increase their knowledge and awareness of good fish handling practices. The project will support the training workshops, cost of trainers, and facilitate exchange visits.

The activity has the following specific outputs;

- Improved dried fish processing and preservation technologies developed or adapted.
- Improved ice production and distribution for fresh fish handling and preservation  
Fishing communities trained on fish handling, processing, preservation, and food safety.



## **South Sudan**

---

### **Sustainable Agricultural Development Project**

### **Project Design Report**

### **Annex: Annex 14 Stakeholder Engagement Plan And Grievance Redress Mechanism**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department





Republic of South Sudan



# **STAKEHOLDER ENGAGEMENT PLAN (SEP) LABOUR MANAGEMENT PLAN (LMP) GRIEVANCE REDRESS MECHANISM (GRM)**



for

## **Sustainable Agricultural Development Project (SADEP)**

### **VOLUME II (April, 2024)**

The SEP, LMP and GRM for the **Sustainable Agricultural Development Project (SADEP)** is part of the Environment, Social and Climate Management Framework (ESCMF) series which is intended to provide complete documentation for the requirements of a holistic environmental, social and climate (ESC) risk management system for the Project. This ESC Assessment Procedures instrument contains the findings of a study conducted for the agriculture sector of the Government of South Sudan and the instrument has been developed based on the local conditions and findings. Other documents in the series include:

**Volume I:**

Environmental, Social and Climate Management Framework (ESCMF)

**Volume III:**

Targeted Adaptation Assessment

## TABLE OF CONTENTS

<b>LIST OF ABBREVIATIONS AND ACRONYMS .....</b>	<b>4</b>
<b>1 INTRODUCTION.....</b>	<b>5</b>
1.1 GOAL AND DEVELOPMENT OBJECTIVE.....	5
1.2 EXPECTED RESULTS .....	5
1.3 COMPONENTS.....	5
1.4 SUSTAINABILITY STRATEGY .....	7
1.5 ORGANISATIONAL SET-UP.....	7
<b>2 RATIONALE FOR STAKEHOLDER ENGAGEMENT .....</b>	<b>9</b>
2.1 POLICY FRAMEWORK FOR STAKEHOLDER ENGAGEMENT .....	10
2.2 OBJECTIVES OF THE SEP .....	11
2.3 BENEFITS OF SEP .....	11
<b>3 STAKEHOLDERS IDENTIFICATION AND ANALYSIS.....</b>	<b>12</b>
3.1 IDENTIFYING STAKEHOLDERS .....	12
3.2 PRELIMINARY STAKEHOLDER IDENTIFICATION .....	12
3.3 PROJECT AFFECTED (PRIMARY STAKEHOLDERS) .....	13
3.4 INTERESTED PARTIES (SECONDARY STAKEHOLDERS) .....	15
3.5 STAKEHOLDER ANALYSIS .....	17
<b>4 STAKEHOLDER ENGAGEMENT CONSIDERATIONS.....</b>	<b>18</b>
4.1 PLANNING FOR STAKEHOLDER ENGAGEMENT .....	19
4.2 ENGAGEMENT ACTIVITIES AND INFORMATION DISCLOSURE.....	22
4.2.1 <i>Stakeholders Engagement Stages and Activities</i> .....	22
4.2.2 <i>Current Stakeholder Engagement</i> .....	23
4.2.3 <i>Information Disclosure</i> .....	23
4.3 COMMUNICATION PLAN .....	24
<b>5 GRIEVANCE REDRESS MECHANISM (GRM) .....</b>	<b>26</b>
5.1 INTRODUCTION .....	26
5.2 LOCAL GOVERNMENT STRUCTURES IN SOUTH SUDAN .....	26
5.2.1 <i>Community Based Grievance Redress Mechanism</i> .....	28
5.2.2 <i>Formal GRM</i> .....	30
5.3 THIRD LEVEL: GBV-SEAH .....	31
5.4 FOURTH LEVEL: IFAD ACCOUNTABILITY AND COMPLAINTS PROCEDURE .....	31
5.5 MANAGING GRM .....	32
5.6 PUBLIC AWARENESS OF THE GRM .....	32
5.7 CAPACITY BUILDING AND MONITORING .....	32
<b>6 SEP RESOURCES AND RESPONSIBILITIES.....</b>	<b>33</b>
6.1 RESPONSIBILITIES.....	33
6.2 TRAINING.....	34
6.3 MONITORING AND REPORTING .....	34

<b>7</b>	<b>LABOUR MANAGEMENT PLAN.....</b>	<b>37</b>
7.1	OVERVIEW OF THE LMP .....	37
7.2	INTRODUCTION .....	39
7.3	TYPES OF WORKERS FOR SADEP .....	39
7.4	PROJECT ACTIVITIES.....	41
7.5	LABOUR RISK IDENTIFICATION AND ANALYSIS .....	41
7.6	CODE OF CONDUCT.....	43
7.7	INSTITUTIONAL ARRANGEMENTS FOR THE LMP .....	43
ANNEX 1:	WORKERS' CODE OF CONDUCT.....	45

## List of Abbreviations and Acronyms

CBOs	Community Based Organisations
EIA	Environmental Impact Assessment
EMCA	Environmental Management and Coordination Act
ESCMF	Environmental, Social and Climate Management Framework
ESCMP	Environmental, Social and Climate Management Plan
ESIAs	Environmental and Social Impact Assessment
GBV	Gender Based Violence
GEF	Global Environment Facility
GRM	Grievance Redress Mechanism
I&APs	Interested & Affected Parties
IFAD	International Fund for Agricultural Development
IPMP	Integrated Pest Management Plan
MAFS	Ministry of Agriculture and Food Security
NGOs	Non-Governmental Organisations
NRM	Natural Resources Management
PAPs	Project Affected Parties/People
PMU	Programme Management Unit
PWD	People with Disabilities
SEAH	Sexual Exploitation, Abuse and Harassment
SECAP	Social, Environment and Climate Assessment Procedures
SEP	Stakeholder Engagement Plan

## 1 Introduction

The Government of South Sudan (GoSS) and the International Fund for Agricultural Development (IFAD) are currently designing the Sustainable Agricultural Development Project (SADEP). The project has been screened based on SECAP 2021 and has been categorized as Moderate for its environmental and social risks and Substantial for its climate risks. These categorizations triggered the development of ESCMP, Targeted Adaptation Assessment, and other assessments such as the Stakeholder Management Plan, Labour Management Plan and Grievance Redress Mechanisms. Given SADEP is co-financed by the financing from the 8<sup>th</sup> replenishment of the Global Environment Facility (GEF-8), a decision was made to prepare ESCMF instead of ESCMP.

### 1.1 Goal and Development Objective

The Goal of the SADEP is to contribute to enduring development and peace by improving food and nutrition security and reducing poverty among women, youth, and rural communities. The development objective is to contribute to enhanced resilience, food and nutrition security and reduced poverty among men women youth and rural communities in South Sudan.

### 1.2 Expected Results

Major results expected to be achieved by SADEP are:

- (i) Increased production and productivity of selected value chains through adoption of affordable climate smart agriculture and nutrition-sensitive production technologies
- (ii) Improved incomes and resilience through value-chain and enterprise development and access to financial services and
- (iii) Strengthened institutional, policy and technical capacities.

Global Environment Facility (GEF) will co-finance the project, with a focus on promoting climate adaptive and environmentally sound investment and practices throughout the value chain. This includes, resilient production methods, solar-based preservation, and processing, climate smart market and irrigation infrastructure, capacity building on climate adaptive practices and biodiversity conservation, strengthening early warning systems and enabling policy initiatives, market linkages and value addition. The project aims to achieve these results through the following three components:

### 1.3 Components

**Component 1: Enhanced climate-adaptive production for selected value chains.** The objective of the component is to increase production and productivity of targeted value chains through resilient infrastructures, technologies, and practices.

#### **Subcomponent 1.1: Enhanced climate-smart production systems.**

This subcomponent will target rural producers involved in farming and fishing, aiming to; (i) promote adoption of climate smart nutrition sensitive agriculture and fisheries technologies and practices; (ii) strengthen extension services to provide production, market advisory, nutrition education and early warning systems.



**Subcomponent 1.2: Improved rural infrastructures.** The sub component supports enabling infrastructure for the targeted value chains, in particular;(i) climate-smart production infrastructures (small scale irrigation, water conservation structures etc.); (ii) processing and preservation infrastructure and facilities to increase value and reduce post-harvest losses (e.g. ice production and drying facilities for fish value chain); (iii) market infrastructure (aggregation markets, and storage facilities etc.); and (iv) last-mile feeder roads linking production zones. All infrastructure will be based on sound feasibility and maintenance plans, including prospects for public private partnerships, to ensure the investments can be managed, operated, and maintained sustainably.

**Component 2: Strengthened value chain development with a focus on women and youth economic opportunities.** Complementing Component 1, the objective of this component is to increase incomes with a gender and youth lens through enhanced market access, strengthened producer organizations, private sector engagement and entrepreneurship development.

**Sub-component 2.1: Strengthened Producer Organizations and MSMEs.** This subcomponent will provide a range of support to enhance the functioning of Producer Organisations and MSMEs to deliver enhanced services to smallholder producers, with particular attention to women and youth inclusion. Support will include institutional development, technical capacity on value addition, post-harvest handling, marketing and food safety, leadership, and business development. MSMEs and POs will be selected based on their potential for positive impacts on smallholder farmers supported under Component

**Sub-component 2.2: Enhanced access to finance and markets.** This subcomponent will (i) establish and strengthen farmers' business school (FBS) to build capacity on to smallholder farmers on market dynamics, negotiation skills, value addition and quality standards and financial literacy, (ii) enhance entrepreneurship skills to small enterprises through targeted training on financial and business management inclusive of women and youth; (iii) enhance access to rural financial services through development of VSLA - Village Saving Loan Association, and linkages to MFI, banks and NBFIs for investments in value chains; and (iv) create market linkages through public-private-producer partnerships (4P), constructed based on their potential to catalyse transformational and inclusive change in the two selected value chains.

**Component 3: Institutional and Policy Strengthened, Project Coordination and Management.**

**Sub-component 3.1: Institutional and policy strengthening.** This will include (i) regulatory support for certification of products, in particular standards and quality of products; and (ii) provide policy and governance support to Government to formulate and implement policies and reforms promoting sustainable fisheries systems, youth empowerment/entrepreneurship, extension/advisory services, climate adaptation and public-private- producer partnership in agriculture.

**Sub-component 3.2: Project Coordination, Monitoring and Evaluation and Knowledge Management.** This will include (i) strengthening of the SPCU in the Ministry of Agriculture and Food Security (MAFS) through specific technical assistance in relevant technical thematic areas, such on climate adaptation and market linkages in close collaboration with the relevant ministries; (ii) strength coordination between the SPCU and State Ministry of Agriculture in the project areas of operation; (iii) establishing the Project Management Team (PMT) at national and at state-levels and support their collaboration and coordination processes; and (iv) project monitoring, evaluation, and knowledge management including building and strengthening capacity of relevant stakeholders through evidence-based policies, and supporting a platform and networks to support community adaptation learning processes. The component will support South to South Technical Cooperation (SSTC) for learning exchanges especially with countries in the East African region.

## **1.4 Sustainability Strategy**

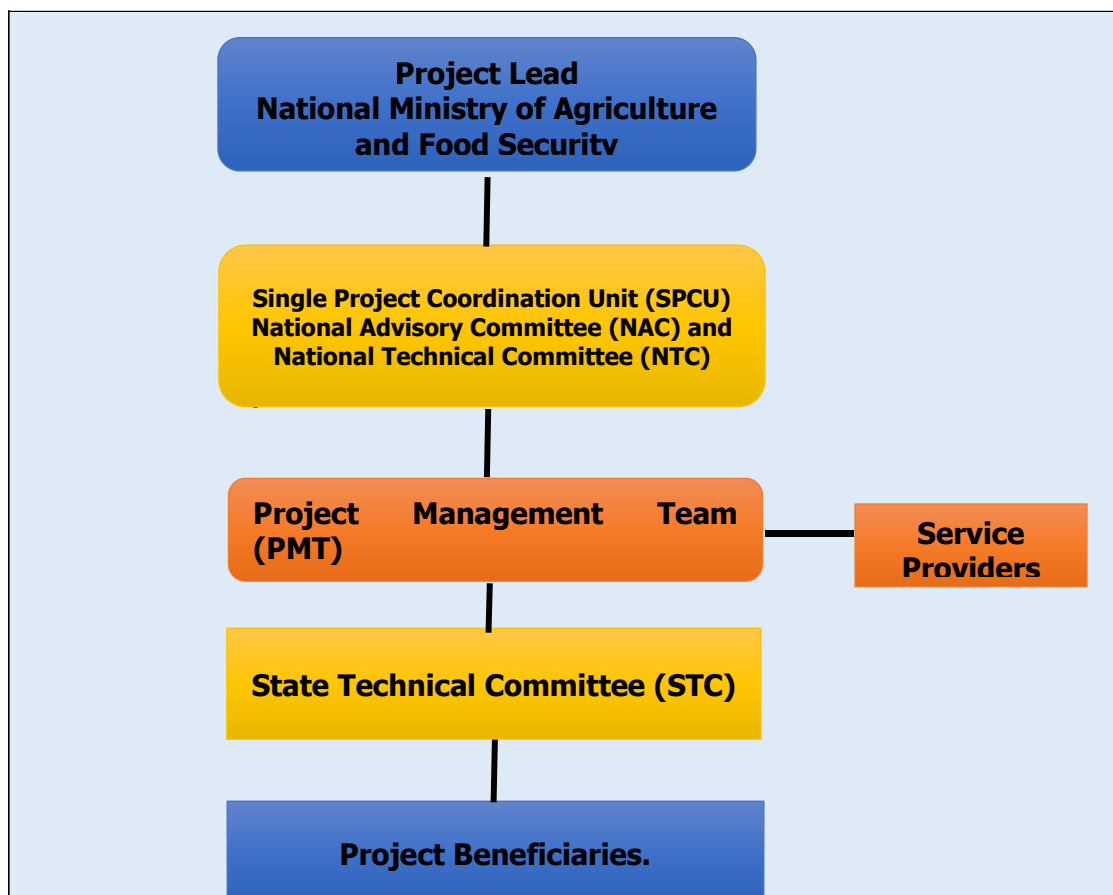
The project employs a range of interlinked strategies to ensure it achieves sustainable impacts for beneficiaries. First, ownership will be enhanced through participatory design process actively involving the National Project Delivery Team from the Government, and through a consultative process involving relevant stakeholders, thus ensuring strong buy-in. To achieve sustainable productivity impacts, the project will build technical capacities and develop sustainable models for maintenance and management of infrastructure and equipment to ensure sustainable marketing benefits nurturing long-term partnerships between businesses and producer groups in growing value chains will create market incentives for future self-sustaining trading relationships.

## **1.5 Organisational set-up**

SADEP will be implemented by MAFS and will provide oversight and support through the Single Project Coordinating Unit (SPCU) and other support committees. Building on lessons learnt and ongoing developments in the country, SADEP will be implemented through tailored implementation arrangements with the involvement of competitively recruited third-party Implementing Agencies (IAs) that will be responsible for implementation of

technical interventions, through sub-agreements with competitively recruited service providers under oversight of MAFS SPCU.

A National Advisory Committee (NAC) will be established to provide strategic operational guidance on a quarterly and annual basis, and additional special meetings for approval of project documents, and approves the AWPBs and progress reports before they are submitted to IFAD for 'No Objection'. A National Technical Committee (NTC) will also be part of the governance structure, providing technical guidance of the project. During the design modalities for inclusion of representatives from the Ministry of Environment and Forestry and Forestry, and Ministry of Animal Resources and Fisheries to the different governance structures will be elaborated. A State Technical Committee (STC) will be established in



each of the project intervention areas, in line with the country's institutional development policies. The STC will ensure oversight, coordination, and timely and quality implementation of activities, engage with relevant state-level ministry staff and County Agricultural Departments and other partners for the effective implementation and coordination of activities, build partnerships, and provide comprehensive inputs to the AWPBs.

A review of IFAD's previous interventions in South Sudan identified the following lessons that should be addressed during SADEP design and/or its implementation:

- a. The weak governance systems with risks of fraud and corruption, limited institutional capacities, limited availability of rural service providers and poor coordination mechanisms. Therefore, development partners have been outsourcing project implementation to third party implementing agencies (IA); however, whilst reducing delivery risks, this arrangement limits opportunities to build Government capacity, thus compromising the sustainability of project achievements.
- b. High recurrent costs due to high staff salaries and outsourcing of implementation of technical activities to third party implementing partners.
- c. Limited technical and managerial capacity of project implementation staff and service providers affecting project performance and therefore the need to prioritize capacity development at all levels.
- d. Long delay for project entry into force and start-up of its activities.
- e. To address environmental, social, and climate risks, key management strategies include linking procurement to SECAP risks and devising mitigation measures, gender-inclusive targeting, an Environmental, Social, and Climate Management Framework/Plan (ESCMF/P), and a comprehensive risk management strategy are critical. Considering the substantial climate risk, a targeted adaptation assessment is also crucial for identifying specific vulnerabilities to climate change within a community or ecosystem and determining the most effective adaptation measures. These strategies are crucial for project design since they guide the development of the Project Implementation Manual and ensure sustainable and inclusive outcomes.

## **2 Rationale for Stakeholder Engagement**

The implementation of the SADEP Programme will involve a wide range of stakeholder groups comprising various departments at national level, state, county, payam/boma, local institutions, service providers, NGOs, private sector, Community Based Organisations (CBOs), Implementing Agencies and communities/beneficiaries at large. Each stakeholder has their role and responsibility at different stages within the Project hence the need for an effective Stakeholder Engagement Plan (SEP).

This SEP was developed as part of the Environmental, Social and Climate Management Framework (ESCMF) for SADEP, hereinafter referred to as "The Project". The Implementing Agency of the Project, the Ministry of Agriculture and Food Security (MAFS) through the SADEP Project Management Unit (PMU), has the responsibility to effectively engage stakeholders in achieving the Project objectives.

The SEP is designed to ensure effective engagement with local communities and other key stakeholders throughout the Project life cycle. This SEP supports sub-project conceptualization, feasibility studies, planning and impact assessment processes, implementation, and operational and maintenance phases of the SADEP.

The scope of this SEP is proportionate to the nature and scale of the Project and its potential risks and impacts. ***The Plan is a flexible document and can be updated, if need be, to include new stakeholders and/or to change engagement mechanisms depending on the prevailing context.*** The SEP aims to improve and facilitate decision making and create an atmosphere of understanding that actively involves Programme-affected people and other stakeholders in a timely manner. It also aims to provide the stakeholders, sufficient opportunity to voice their opinions and concerns that may influence Programme decisions.

Stakeholder engagement in Plan implementation will start with inception workshops to kick off the Project. ***Firstly***, a national level inception workshop, led by the MAFS will present the Project to national level stakeholders to confirm a shared understanding of Programme objectives, go through the Project theory of change and implementation plan, discuss and agree on roles and responsibilities, get stakeholder feedback and recommendations for Programme implementation and introduce the Project support team to stakeholders. The inception workshop will also provide a detailed overview of IFAD Environmental, social and climate standards, requirements and procedures including the Grievance Redress Mechanism.

***Secondly***, County level inception workshops will be held with relevant stakeholders to kick start and support implementation at local level. In addition, informal stakeholder engagement will also take place as and when necessary. The Project will have regular review and learning events to support adaptive management and learning across the responsible partners and the sub-projects. This will support the Project in drawing on and promoting best practice across the ten counties. The regular monitoring, learning and review events will also allow stakeholders to raise issues of concern and grievances to be addressed on time.

## **2.1 Policy Framework for Stakeholder Engagement**

The South Sudan Access to Information Act No. 65 of 2013 states that every citizen shall have the right of access to information. It focuses on the right to access information held by public bodies in South Sudan. The purpose of the Act is to give effect to the constitutional right of access to information, promote maximum disclosure of information in the public interest and establish effective mechanisms to secure that right. The Environment Policy of South Sudan, of 2016, provides guidelines for a wide range of responses to environmental management. These include the promotion of effective, widespread, and public participation in the conservation and management of the environment.

GEF policy on Stakeholder Engagement and Guidelines sets out stakeholder engagement as an integral part of a project's environmental and social assessment and project design and implementation. It encourages stakeholder feedback, particularly as a way of informing project design and Stakeholder Engagement in the identification and mitigation of Environmental and Social Risks and Impacts. Consultations with stakeholders must be meaningful and based on stakeholder identification and analysis, plans on how to engage stakeholders, disclosure of information, actual consultations, as well as responses to stakeholder grievances and reporting back to stakeholders.

IFAD policy on stakeholder engagement requires the borrower to establish procedures for external/internal communications on environmental and social matters proportionate to the risks and impacts of the projects or subprojects, and their overall risk profile in line with their public disclosure policies and proprietary rights. In addition, several IFAD policies and the Social, Environmental and Climate Assessment Procedures (SECAP) require that free, prior and informed consent (FPIC) be sought during the design and implementation of the projects it funds. FPIC empowers local communities to give or withhold their consent to proposed projects that may affect their rights, access to land and resources, and livelihoods. FPIC also ensures that beneficiaries and institutions endorsed by communities participate in project-related decision making. **Refer to Annex 5 of the ESCMF for a detailed FPIC for the SADEP.**

## 2.2 Objectives of the SEP

The SEP seeks to define a technically and culturally appropriate approach to consultation, decision making and disclosure. The Key objectives of the SEP are to:

- Provide guidance for stakeholder engagement such that it meets the standards of International Best Practice,
- Identify key stakeholders that are affected, and/or able to influence the Project and its sub-activities,
- Identify the most effective methods, timing, and structures through which to share Programme information, and to ensure regular, accessible, transparent, and appropriate consultation,
- Develop a stakeholders' engagement process that provides stakeholders with sufficient opportunity to voice their opinions and concerns and be able to influence the Project,
- Establish formal grievance redress mechanisms disclosure,
- Define roles and responsibilities for the implementation of the SEP,
- Define reporting and monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEP based on findings.

## 2.3 Benefits of SEP

The SEP provides a framework for achieving effective stakeholder involvement and promoting greater awareness and understanding of issues so that the Project is carried out effectively within budget and on-time to the satisfaction of all concerned. Effective stakeholder engagement develops a "social licence" to operate and depends on mutual trust, respect and transparent communication between IA, PMU and all stakeholders. It thereby improves its decision-making and performance by:

- Managing costs: Effective engagement can help the Project avoid costs, in terms of money and reputation,
- Managing risk: Engagement helps the Project and communities to identify, prevent, and mitigate environmental and social impacts that can threaten Programme viability,
- Enhancing reputation: By publicly recognising human rights and committing to environmental protection, institutions (like IFAD) involved in financing the Project can boost their credibility and minimise risks,
- Avoiding conflict: Understanding current and potential issues such as land rights and proposed Programme activities,

- Improving corporate policy: Obtaining perceptions about a Programme, which can act as a catalyst for changes and improvements in MAFS, Counties and PMU corporate practices and policies,
- Identifying, monitoring, and reporting on impacts: Understanding a Programme's impact on stakeholders, evaluating, and reporting back on mechanisms to address these impacts, and
- Managing stakeholder expectations: Consultation also provides the opportunity for the Project to become aware of and manage stakeholder attitudes and expectations.

The SEP shall be informed by a set of principles defining its core values underpinning interactions with identified stakeholders. Common principles based on International Best Practice include the following:

- *Commitment* is demonstrated when the need to understand, engage and identify the community is recognised and acted upon early in the process,
- *Integrity* occurs when engagement is conducted in a manner that fosters mutual respect and trust,
- *Respect* is created when the rights, cultural beliefs, values and interests of stakeholders and affected communities are recognized,
- *Transparency* is demonstrated when community concerns are responded to in a timely, open, and effective manner,
- *Inclusiveness* is achieved when broad participation is encouraged and supported by appropriate participation opportunities, and
- *Trust* is achieved through open and meaningful dialogue that respects and upholds a community's beliefs, values, and opinions.

The key elements of the SEP are:

- a) Stakeholder identification and analysis
- b) Stakeholder Engagement Program
- c) Grievance Redress Mechanism
- d) Monitoring and Reporting

### **3 Stakeholders Identification and Analysis**

#### **3.1 Identifying Stakeholders**

To develop an effective SEP, it is necessary to determine who the stakeholders are and understand their needs and expectations for engagement, and their priorities and objectives in relation to the SADEP Programme. This information is then used to tailor engagement mechanism for each type of stakeholder. As part of this process, it is particularly important to identify individuals and groups who may find it more difficult to participate and those who may be differentially or disproportionately affected by the Project because of their marginalised or vulnerable status.

#### **3.2 Preliminary Stakeholder Identification**

Stakeholders for the purpose of this Programme have been identified (refer to Table 1) and will continue to be identified on a continuous basis by identifying

those people and institutions that have an interest in the successful planning and execution of the SADEP Programme including *special interest groups*. These include:

- Programme Implementing Agencies (funding agencies, executing agencies (Counties), partners etc.)
- Directly and/or indirectly Programme-affected parties (PAPs) and
- Interested parties (Environmental protection authority, Social and labour regulatory authorities, Contractors, Media, Civil Society etc)

The *affected group* comprises of community members/farmers, CBOs among others who will benefit from the services offered by the Project. A subset of this category are the vulnerable groups which are the Indigenous People (IP), People with Disabilities (PWD), women and youths. A significant factor in achieving inclusiveness of the engagement process is safeguarding the participation of vulnerable individuals in public consultations and other engagement forums established by the Project. Vulnerable groups are persons who may be disproportionately impacted or further disadvantaged by the Project as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and participation in the program. Attention needs to be given to differences within the segments of the same categories e.g. how female youths are affected more than male youths.

Engagement is directly proportional to impact and influence, and as the extent of impact of a Programme on a stakeholder group increases, or the extent of influence of a particular stakeholder on a Programme increases, engagement with that stakeholder group should intensify and deepen in terms of the frequency and the intensity of the engagement method used.

### 3.3 Project Affected (Primary Stakeholders)

These are individuals, groups or local communities that may be affected by the project, positively or negatively and directly or indirectly especially those who are directly affected, including those who are disadvantaged or vulnerable. The primary stakeholders identified for this project include:

1. Poor and vulnerable individuals, including host communities and refugees
2. Poor communities in rural and urban areas
3. Community leaders and members of poor communities
4. Boma and Payam Development Committees

Stakeholder	Critical Factors to consider	Special Needs
Women and girls	Although women play a critical role in the maintenance of household livelihoods and provision of labor in agriculture, they generally have less access to productive resources, services and employment opportunities. Women and girls in South Sudan suffer from significant discrimination, including in education, economic empowerment and public participation, and are subject to widespread GBV, including domestic violence, gang rape	Work through female community representatives in the affected communities, to identify suitable venues and timing for dedicated consultations and support for childcare. Provide safe spaces to discuss GBV-SEA and provide information on



	and other abuses. They are typically left out of decision-making that do not account for their unique needs and capacities. This produces a ripple effect on labor or economic opportunities and educational opportunities. The risk of sexual violence negatively affects women's ability to access income and resources.	Grievance Mechanism (GRM) and Redress and relevant referral pathways.
Widows and female-headed households	Given that more men die in the protracted conflict in South Sudan, a continuous increase in widows and female-headed households is taking place. This has resulted in changes of the intra-household roles. Widows in particular are often marginalized and vulnerable in host communities as well as among the Internally Displaced People (IDP) and returnee populations.	
IDPs those who are persons with disabilities, from ethnic/other minorities, and women	Due to the internal conflict in the country, many people fled their home areas to more stable areas within the country for security reasons and would likely return to their places of origin as soon as stability and security is restored. Demand for basic services would increase. Among IDPs are persons who have suffered disabilities because of the conflict. IDPs and refugees are likely to encounter challenges in adapting to new livelihoods.	They will be kept informed about meetings and consultations via other community members in the area, and potentially through radio and social media. Meetings will only be held during daytime in view of security concerns.
Returnees	Returning people going back to their places of origin are also more likely to encounter competition in accessing basic resources like shelter and water, hindering their ability to participate in development activities.	Utilise PDCs and BDCs and other local community representatives to identify and mobilise minority groups to participate in meetings and consultations.
Youth	Being the largest demographic in South Sudan and facing significant vulnerability owing to the country's context, the effects of crisis and shocks disproportionately impact the youth. Approximately 30 percent of them also do not have access to education or economic activities, negatively affecting their capacity to contribute towards development. This calls for their targeted inclusion and involvement in the project activities through consultations and information disclosures.	Targeted consultation to enable meaningful participation in the project implementation.
Orphans and child Headed Households	Many orphans are forced to become responsible for themselves and their siblings after the separation or death of their parents/guardians. Lack of specific attention to these children and child-headed households exposes children to illness, rape and forced recruitment into slavery or armed groups.	Work through local community leadership and authorities to identify these children and suitable venues and timing for dedicated consultations. Provide safe spaces to discuss their needs.
People living with HIV/AIDS,	These groups are marginalized and struggle to access basic services, while suffering discrimination that hinders their participation in social, political and economic life.	Utilise PDCs, BDCs, other local community representatives and health workers to identify and mobilise them to participate

		in meetings and consultations.
Ethnic Minority Groups	Some of these groups have suffered historic discrimination and economic and political marginalization and also more recently, the brunt of the conflict. They will need special attention.	Utilise Payam Development Committees (PDCs) and Boma Development Committees (BDCs) and other local community representatives to identify and mobilise minority groups to participate in meetings and consultations. Also provide local language interpreters to ensure understanding and ability to give feedback during engagement.
Potential Community Workers	Within the communities, some individuals with some level of education exist, but not enough to take up jobs in the cities. Therefore, they are important resources that could be used. The project will need to sensitively manage expectations among affected communities in relation to the actual numbers of persons who can be hired to work for the project.	
Host communities	Often tension is reported between IDPs, refugees and their host communities. In the thirteen respective counties there are several locations where IDPs meet host communities. It is therefore important to also attend to the needs of host communities.	
Refugee Community	Since the outbreak of conflict in Sudan's South Kordofanian and Blue Nile states in 2011, an estimated 200,000 Sudanese have become refugees in South Sudan, with most of them staying in Pariang and Maban Counties in Unity State and Upper Nile state and would likely return to their places of origin as soon as stability and security is restored. The demand for basic services and inclusion in development continues to increase in these areas. Among refugees are persons who have suffered disabilities because of the conflict.	Work through the RRC, UNOCHA and other NGOs that are providing humanitarian assistance in the refugee camps to mobilise the communities and identify those most in need and are not already receiving support from other aid agencies.
PWD and their caregivers	There are significant number of persons with disabilities, including those injured during conflict. Women with disabilities experience higher levels of physical, psychological and sexual violence. Elders with disabilities face greater challenges due to less access to food, wash facilities and other support.	All venues for consultations, workshops and meetings should be selected with a view to facilitate physical access for PWD. Where necessary avail sign-language interpreters.

### 3.4 Interested Parties (Secondary stakeholders)

These are broader stakeholders who may be able to influence the outcome of the project because of their mandate, relationship and knowledge about the affected communities or political influence. Secondary stakeholders for the project include:

Ministry of Agriculture and Food Security (MAFS)  
 Ministry of Animal resources and Fisheries (MoARF)  
 Ministry of Finance and Planning (MoFP)  
 Ministry of Environment and Forestry (MoEF)  
 Ministry of Gender and Social Welfare (MGSW)  
 Ministry of Labor (MoL)  
 Ministry of Health (MoH)  
 Ministry of Roads and Bridges (MoRB)  
 South Sudan Relief and Rehabilitation Commission (RRC)  
 UN Agencies (IFAD, FAO, WFP, UNDP, UNOPS, UNOCHA, UNMISS, UNDSS)  
 Civil Society Organizations (CSOs)  
 Non-Governmental Organisations (NGOs)

<b>Stakeholder Group</b>	<b>Area of Interest</b>
Ministry of Finance and Planning (MoFP)	Borrower and loan management
Ministry of Agriculture and Food Security (MAFS)	Project Manager. The Ministry will receive technical assistance and capacity building support in various areas related to the core Project activities. Staff at County level will also have responsibility for extension service delivery to beneficiary communities.
Ministry of Environment and Forestry (MoEF)	Lead Agency responsible for environmental and climate management. Oversee overall implementation of the GEF-8 financing project Project Steering and Technical Committee member
Line Government ministries, UN agencies, and other development partners	All organizations working in project locations are stakeholders and close coordination would add value e.g. security, GBV referral service providers, (UNDSS, UNOCHA, etc) and others.
International NGOs, local and national CBOs and NGOs operating in the health, education, livelihood sectors	With most having invaluable experience in the successful delivery of a wide range of humanitarian services, their networks, delivery systems and knowledge of intricate community dynamics will need to be tapped for use by the project.
South Sudan Relief and Rehabilitation Commission (RRC)	The RRC is an independent entity established through the RRC Act, 2016. It is responsible for coordinating, monitoring and evaluating humanitarian programmes undertaken by Non-Governmental Organizations in South Sudan. RRC also facilitates partnership and coordination between NGOs and the government.
Suppliers of goods and services in target locations	Local business operators (mainly those supplying basic necessities such as food) in the target locations would be interested in the business opportunities that will result from increased income among the beneficiary communities. New businesses are also likely to be set up by some of the beneficiaries through their income from the project.
FAO, UNDP, WFP	Collaboration in the implementation of climate information system
IFAD and GEF	Funding Agencies
African Development Bank	Parallel co-financing

The above lists are not exhaustive. As the Project gets underway, the PMU should develop a detailed list, identifying emerging and all possible stakeholders, their specific information needs and the appropriate models of engagement as well as feedback mechanisms. The consultation process shall ensure that all those identified as stakeholders are conferred with. Active engagement of all stakeholders will facilitate a common understanding of the specific opportunities and constraints which can be the foundation for deeper harmonization and coordination of the various support services.

### 3.5 Stakeholder Analysis

Once stakeholders are identified by directly and/or indirectly Programme-affected parties, interested parties, and those who have the potential to influence Programme outcomes, the next step will be to assess the level of stakeholder interest and support for the Project. The assessment shall be geared towards identifying:

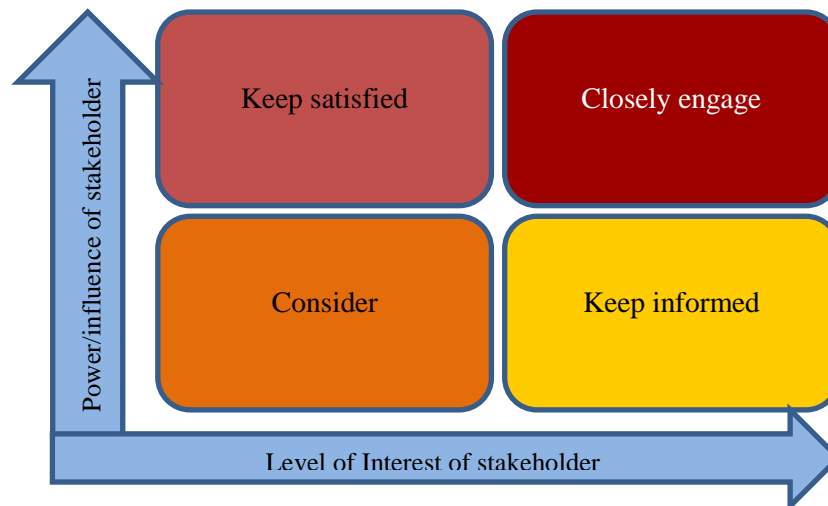
- stakeholders' interests,
- areas of potential risks and misunderstandings,
- mechanisms to positively influence other stakeholders,
- key people to be informed about the Project during the preparation and implementation phases and,
- negatively impacted stakeholders as well as their adverse effects on the Project.

The PMU through its Implementation Partners shall continuously classify stakeholders based on:

- their power to influence and their interest on the Project,
- the legitimacy of each stakeholder's relationship with the Project, and
- the urgency of the stakeholder's claim on the Project activities, potential risks, and impacts.

Based on this analysis, the communication strategy, and the coordination mechanism to be developed by the PMU shall incorporate strategies to engage the 'High Interest and High Influence stakeholders' and the 'high Interest and Low Influence' stakeholders.

**High interest and high influence stakeholders:** The plan should be to fully engage this group and apply all effort to ensure that they are satisfied and fully always informed of the Project. This can be done by focusing efforts on these groups of stakeholders throughout the Project cycle, giving them the importance, they deserve, involving them in Programme governance decision making bodies and engaging them and consulting them regularly as well as providing timeous feedback. The engagement plan targeting these stakeholders shall be incorporated into the Project annual work plan.



**Figure 1:** Basic Stakeholder Influence/Interest Chart.

(Source: <https://www.boreal-is.com/data/uploads/2020/07/A-step-by-step-guide-to-building-a-stakeholder-engagement-plan>)

**High interest and medium/low influence stakeholders:** The high interest and low influence stakeholders should be kept informed, ensuring that no major issues arise because of the Project. The Project will maintain this group's interest in the Project, involving them in the implementation arrangements, tapping into their interest and keep them in the loop.

The objective of the engagement and consultation plan under the SADEP Programme is to:

- Begin early in the Project planning process to gather initial views on the Project proposal and inform Programme design
- Encourage stakeholder feedback, particularly as a way of informing Programme design and engagement by stakeholders in the identification and mitigation of environmental and social risks and impacts
- Ensure that stakeholders understand how the Project is likely to affect them
- Ensure consistency in messaging
- Continue engagement on an ongoing basis as risks and impacts arise and manage stakeholders' expectations
- Ensure prior disclosure and dissemination of relevant, transparent, objective, meaningful and easily accessible information in a timeframe that enables meaningful consultations with stakeholders in a culturally appropriate format, in relevant local language(s) and is understandable to stakeholders
- Consider and respond to feedback
- Support active and inclusive engagement with Programme-affected parties
- Ensure that consultation(s) is/ are free of external manipulation, interference, coercion, discrimination, and intimidation; and
- Ensure consultation(s) is/are documented and disclosed by the Project

## 4 Stakeholder Engagement Considerations

The following considerations should be made when planning for stakeholder engagement:

**Resourcing Stakeholder Engagement:** Stakeholder engagement requires resources as it takes time to develop and build trust-based relationships with stakeholders. Relationships with stakeholders should develop and grow, and that these relationships should be sustained. Additional stakeholders might be identified that also want to be engaged. Some stakeholders will need to be educated about the concept of engagement itself, as well as on the complex issues requiring specialised and technical knowledge. These demands can increase the cost of consultation required to meet external expectations.

**Managing expectations:** Stakeholders can have unrealistically high expectations of benefits that may accrue to them from the Project and as such the engagement information must be clear on what they can and cannot do, establishing a clear understanding of their roles and responsibilities. The engagement processes should provide PMU with an opportunity to develop relationships with stakeholders and potential Programme partners.

**Securing stakeholder participation:** Cultural norms and values can prevent stakeholders from freely participating in meetings. Often there are conflicting demands within a community, and it can be challenging for the Project to identify stakeholders who are representative of common interests. There may be a need to employ local officers who are sensitive to local power dynamics e.g. an individual from the Indigenous Peoples groups who is working in the county or attached to the PMU.

**Consultation fatigue:** Stakeholders can easily tire of consultation processes especially when promises are unfulfilled, and their opinions and concerns are not taken into consideration. Often stakeholders feel their lives are not improving because of the Project and this can lead to consultation meetings being used as an area to voice complaints and grievances about the lack of development. Implementing Partners must not make promises to stakeholders; expectations should be managed through dissemination of accurate information. Opinions for stakeholders should be treated as feedback to the Project and other Programme partners and specialists.

#### **4.1 Planning for Stakeholder Engagement**

Prior to the commencement of stakeholder's engagement activities, meetings shall be scheduled with relevant traditional authorities, community representatives, political leaders in the counties, ministries and departments, media, and other Interested & Affected Parties (I&APs). The purpose of these meetings shall be to refine stakeholder's engagement strategy to meet the requirements of I&APs and ensure that future communication is effective and cognizant of all social sensitivities.

The PMU will establish an operational plan in line with proposed Programme activities to ensure the participation and engagement of the stakeholders, ensuring that each group gets involved as defined and receive the agreed information. The plan must ensure a balance in the involvement and benefits between different gender segments and the participation of vulnerable groups, ensuring that the Project's objectives are met in terms of contributing towards wealth creation, and improve food and nutrition security among the rural

population. Regular meetings will be scheduled with the representatives of the groups of actors involved in the Project, for the revision of the plan, activity progress and necessary adjustments according to probable changes in the initial context during the execution of the Project.

#### 4.1.1 Stakeholder Consultation Techniques/Methods

There are a variety of engagement techniques used to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate Programme information to stakeholders. For the engagement process to be effective and meaningful, a range of techniques need to be applied that are specifically tailored to the identified stakeholder groups. The format of every engagement activity should meet general requirements on accessibility, i.e., should be held at venues that are easily reachable and do not require long commute, entrance fee or preliminary access authorization, cultural appropriateness (i.e., with due respect to the local customs and norms), and inclusivity, i.e., engaging all segments of the Project affected parties including the vulnerable individuals. If necessary, logistical assistance should be provided to enable participants from the remote areas, persons with limited physical abilities and those with insufficient financial or transportation means to attend public meetings scheduled by the Project. Particular attention will be given to the vulnerable groups to ensure that they are not denied Programme benefits.

In general, public consultations will take place through workshops, seminars, meetings, radio programs, request for written proposals/comments, questionnaire administration, public reading and explanation of Programme ideas and requirements. In the event of an emergency (e.g., floods or disease outbreak) however, there need to be a paradigm shift as to how engagement processes are carried out to minimize risk of infection and spread of the disease. There is need to do a cost-benefit analysis and strike a balance between virtually based communication channels and those that need physical interaction. The techniques mostly used in SEP are outlined in table below:

**Table 3: Stakeholder Consultation Techniques**

ENGAGEMENT TECHNIQUE	APPROPRIATE APPLICATION OF THE TECHNIQUES
PMU - Internal	<ul style="list-style-type: none"> <li>• Emails</li> <li>• Progress Meetings</li> <li>• Bulletin board</li> <li>• Grievance procedure</li> <li>• Code of conduct</li> </ul>
Official correspondences (Phone, Emails)	<ul style="list-style-type: none"> <li>• Distribute information to co-Implementing partners (at national, county and extension level), other Government departments, NGOs, Local Government, private sector, and organisations/agencies</li> <li>• Invite stakeholders to meetings and follow-up</li> </ul>
Multi-stakeholder meetings and/or Workshops	<ul style="list-style-type: none"> <li>• Present Programme information to a group of stakeholders</li> <li>• Allow a group of stakeholders to provide their views and opinions</li> </ul>

	<ul style="list-style-type: none"> <li>• Use participatory exercises to facilitate group discussions, brainstorm issues, analyse information, and develop recommendations and strategies</li> <li>• Record responses</li> </ul>
Social media (WhatsApp, SMS, Face book, Twitter, Zoom, Microsoft Meetings Google classes etc	<ul style="list-style-type: none"> <li>• Share information with beneficiaries</li> <li>• Distribute information to Co-Implementing partners</li> <li>• Invite stakeholders to meetings and follow-up</li> <li>• Online Meetings with stakeholders</li> <li>• Online Workshops with stakeholders</li> </ul>
Programme website	<ul style="list-style-type: none"> <li>• Present Programme information and progress updates</li> <li>• Disclose ESCMP, ESIA's, SEP, GRM, LMP and other relevant Programme documentation</li> </ul>
One-on-one physical meetings	<ul style="list-style-type: none"> <li>• Seeking views and opinions</li> <li>• Enable stakeholder to speak freely about sensitive issues</li> <li>• Build personal relationships</li> <li>• Record meetings</li> </ul>
Formal physical meetings	<ul style="list-style-type: none"> <li>• Present the Project information to a group of stakeholders</li> <li>• Allow group to comment – opinions and views</li> <li>• Build impersonal relation with high level stakeholders</li> <li>• Disseminate technical information</li> <li>• Record discussions</li> </ul>
Public consultation meetings (Barazas)	<ul style="list-style-type: none"> <li>• Present Programme information to a large group of stakeholders, especially communities</li> <li>• Allow the group to provide their views and opinions</li> <li>• Build relationship with the communities, especially those impacted</li> <li>• Distribute non-technical information</li> <li>• Facilitate meetings with presentations, PowerPoint, posters etc.</li> <li>• Record discussions, comments, questions.</li> </ul>
Focus group meetings	<ul style="list-style-type: none"> <li>• Present Programme information to a group of stakeholders (8-15 people groups)</li> <li>• Allow stakeholders to provide their views on targeted baseline information</li> <li>• Build relationships with communities</li> <li>• Record responses</li> </ul>
Programme leaflets	<ul style="list-style-type: none"> <li>• Brief Programme information to provide regular update</li> <li>• Site specific Programme information.</li> </ul>
Surveys	<ul style="list-style-type: none"> <li>• Gathering opinions and views from individual stakeholders</li> <li>• Gather baseline data</li> <li>• Record data</li> </ul>



	<ul style="list-style-type: none"> <li>• Develop a baseline database for monitoring impacts</li> </ul>

## 4.2 Engagement Activities and Information Disclosure

### 4.2.1 Stakeholders Engagement Stages and Activities

**Table 1: Stakeholder Engagement stages**

STAGE	OBJECTIVES	KEY ACTIVITIES	TARGET STAKEHOLDERS
Preliminary Engagements	<ul style="list-style-type: none"> <li>• To gain a preliminary understanding of the scope of the SADEP Programme and relevant stakeholders;</li> </ul>	<ul style="list-style-type: none"> <li>• Field Visits</li> <li>• Stakeholder identification process</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Government Ministries and state departments</li> <li>• County departments</li> <li>• Communities</li> <li>• Local/traditional Leadership</li> </ul>
Engagements	<ul style="list-style-type: none"> <li>• To meet key stakeholders and introduce them to the Project and Grievance Redress Mechanism (GRM) Process,</li> <li>• To disclose the GRM as well as other Programme documents in the public domain to all interested and affected stakeholders,</li> <li>• To disclose Labour Management Plan</li> <li>• To gather issues of concern and through this identify a list of potential negative and positive impacts,</li> </ul>	<ul style="list-style-type: none"> <li>• Project inception workshops</li> <li>• Project Management Offices / focal points</li> <li>• Meetings with key stakeholders to facilitate the broader stakeholder's engagement process,</li> <li>• Dissemination of engagement materials (background information documents, posters, media notices etc.),</li> <li>• Consultations through training workshops with GRM focal points, and all other stakeholders</li> <li>• Feedback from stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Government Ministries and state departments,</li> <li>• County departments</li> <li>• Communities,</li> <li>• Local Leadership</li> <li>• SADEP Consultants,</li> <li>• Extension Officers</li> <li>• NGOs</li> <li>• Vulnerable Persons</li> </ul>
Disclosure of the	<ul style="list-style-type: none"> <li>• To expose the stakeholders to</li> </ul>	<ul style="list-style-type: none"> <li>• Disseminate the GRM and other</li> </ul>	<ul style="list-style-type: none"> <li>• Government Ministries and</li> </ul>

Grievance Redress Mechanism (GRM) and other Programme specific Reports.	the developed GRM and other Programme specific Reports.	Programme specific Reports to all stakeholders, <ul style="list-style-type: none"> <li>• Expound the contents of the GRM and other Programme specific Reports to all stakeholders</li> </ul>	state departments <ul style="list-style-type: none"> <li>• County departments</li> <li>• Communities</li> <li>• Local Leadership</li> <li>• General Public</li> <li>• Media</li> </ul>

#### 4.2.2 Current Stakeholder Engagement

Consultations for SADEP were partly held as part of project preparation in March, 2023 during project design. A Summary of the issues / concerns from stakeholders ranged from; Adequate involvement of diverse stakeholders giving attention to the differences within each group (age, gender, economic status etc), capacity building of communities in climate appropriate agriculture methods, enhancement of livelihood initiatives especially seed funding and market linkages, ensuring that infrastructure to be constructed by SADEP will be well operated and maintained, ensuring the Project design includes community needs including needs of the most vulnerable, improvement of information disclosure between programme and beneficiaries, more support to vulnerable persons and community Training on safety awareness among other issues.

#### 4.2.3 Information Disclosure

The type of information to be disclosed to the various stakeholders depends on their interests and how they will be affected by the Project – or how SADEP activities may be affected by them. Thereafter various communication tools can be utilized for the engagement process, such as:

- Programme notices published in local newspapers,
- Radio advertisements,
- Direct mailings to communities,
- Presentations with or without focus group sessions),
- Targeted e-mails,
- One-on-one meetings, presentations, seminars, workshops, e-mails, and phone conversations with stakeholders,
- Site tours, and
- The use of social media.

### 4.3 Communication Plan

Below is an example of a Stakeholder Engagement Communication Plan that can be adapted by the Project and sub-projects.

**Table 2: Stakeholder Engagement Communication Plan**

<b>Stakeholders</b> <i>Who are they?</i>	<b>Information</b> <i>What information do you need to give them</i>	<b>Method of Engagement/Channel</b> <i>Where do they get their information</i>	<b>Frequency</b> <i>How often do you need to share this information</i>
<ul style="list-style-type: none"> <li>- Programme Beneficiaries including</li> <li>- Surrounding Communities / Indirect Beneficiaries disaggregated by vulnerability (see 6.3)</li> <li>- Payam Development Committees (PDCs) and</li> <li>- Boma Development Committees (BDCs)</li> <li>- Local leaders (Chiefs, tribal and, religious organisations)</li> </ul>	<ul style="list-style-type: none"> <li>• Seeking Free Informed and Prior Consent</li> <li>• Programme activities and how these relate to them in terms of opportunities and threats e.g;               <ul style="list-style-type: none"> <li>- Targeting criteria</li> <li>- Assessing effectiveness and efficiency of infrastructure to be improved</li> <li>- Sharing traditional knowledge systems related to forest and ecosystem management that will lead to preservation of biodiversity</li> </ul> </li> <li>• SECAP programme requirements and opportunity for community to express environmental and social impact fears and get feedback e.g., accidental release/escape; contamination; emergencies, etc.</li> <li>• Present GRM and other Programme specific information (objectives, targeting, benefits etc) to Programme communities</li> <li>• Induction and sensitisation on GBV and SEAH</li> <li>• Build relationships with the communities</li> <li>• Feedback from community where they can be allowed to provide their views and opinions including traditional knowledge systems</li> <li>• Adoption of proposed methodology and</li> <li>• Replication by other communities</li> </ul>	<ul style="list-style-type: none"> <li>• Community Meetings</li> <li>• Presentations and posters</li> <li>• Focus Group discussions and</li> <li>• Hearing sessions</li> <li>• Informal, targeted talks</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Inception</li> <li>• Quarterly</li> <li>• as need arises throughout programme term</li> </ul>
<ul style="list-style-type: none"> <li>- Central and County government departments led by Ministry of Agriculture and Food Security</li> </ul>	<ul style="list-style-type: none"> <li>• To communicate Programme information, key expectations, status and updates</li> <li>• Evaluation and approval of programme outputs (adaptation measures, etc)</li> <li>• Provision of access to data required e.g regulatory issues</li> <li>• Contribution of expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Inception Workshop</li> <li>• Formal Meetings\</li> <li>• Training physical and virtual Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Inception</li> <li>• Quarterly</li> <li>• as need arises throughout</li> </ul>

	<ul style="list-style-type: none"> <li>• Grievance Redress Mechanism training</li> <li>• Induction and training on GBV and SEAH</li> <li>• Sharing Implementation results, findings and experience.</li> <li>• Communicating Monitoring/Evaluation process and results</li> <li>• Information on the SECAP consultants and their independence</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline surveys / subsequent surveys to monitor impacts</li> </ul>	programme term
- Contractors	<ul style="list-style-type: none"> <li>- ESCMF and ESCMP</li> <li>- Labour Management Plan, OHS, HIV/AIDS, GVB-SEAH and GRM among other Programme specific reports to them</li> </ul>	<ul style="list-style-type: none"> <li>• Call for proposals Advertisements</li> <li>• Inception Workshop</li> <li>• Formal Meetings</li> <li>• Project Contract</li> </ul>	<ul style="list-style-type: none"> <li>• Inception</li> <li>• Quarterly</li> </ul>
- Boma Agricultural, irrigation, fisheries, environmental, social officers - Other Extension staff	<ul style="list-style-type: none"> <li>• Programme Information</li> <li>• Present information on SEP and GRM and other Programme specific reports to them</li> <li>• Induction and training on use of SEP and GRM tools</li> <li>• Induction and training on GBV and SEAH</li> <li>• Distribute non-technical information (available information on new technologies, crops varieties for improved yield etc)</li> <li>• Facilitate meetings with presentations, PowerPoint, posters etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Inception Workshop</li> <li>• Formal Meetings</li> <li>• Other Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Inception</li> <li>• Monthly</li> </ul>
- Project Field Officers (PFOs) - Safeguards Specialists - Safeguards Consultants	<ul style="list-style-type: none"> <li>• Induction and training on SEP and use of GRM tools</li> <li>• Distribute technical and non-technical information</li> <li>• Feedback, views and opinion</li> <li>• Request guidance on how to handle SADEP issues related to their views and opinions</li> </ul>	<ul style="list-style-type: none"> <li>• Inception Workshop</li> <li>• Formal Meeting</li> <li>• Other Workshops</li> <li>• Email presentations, PowerPoint, posters</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> </ul>
- Academic Institutions	<ul style="list-style-type: none"> <li>• Professional, Research and Internship opportunities</li> <li>• Increase programme awareness</li> <li>• Technical expertise and advice</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Research papers</li> <li>• Bulletin boards</li> </ul>	<ul style="list-style-type: none"> <li>• Annual</li> </ul>
- Media	<ul style="list-style-type: none"> <li>• Advocacy and publicity related information</li> <li>• Wide dissemination of programme results</li> <li>• Link to communities</li> </ul>	<ul style="list-style-type: none"> <li>• Press Statements</li> <li>• News articles</li> </ul>	<ul style="list-style-type: none"> <li>• as need arises</li> </ul>
- Intergovernmental Institutions including funding organisations and NGOs	<ul style="list-style-type: none"> <li>• Sharing implementation findings and experience on safeguards</li> <li>• Build partnerships through meetings, seminars, workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Intergovernmental meetings and consultations</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<ul style="list-style-type: none"> <li>• Add more stakeholders and include other context specific engagement methods as necessary.</li> </ul>			

## 5 Grievance Redress Mechanism (GRM)

### 5.1 Introduction

Implementation of sub-projects activities under SADEP will take place in wards and villages within the ten counties selected for the Project. The implementation may generate a number of challenges and complaints especially to those which relate to infringement of rights of sections of the society.

Typical grievances anticipated under the SADEP include: *exclusion and participation in projects as well as unequal sharing of benefits from the project, land boundary disputes; dissatisfaction over controlled access to critical/protected resources, water sharing issues; pollution of water in any watercourse; obstruction of any river/stream or watercourse; cutting and wasteful destruction of trees; activities causing spread of diseases for both human beings and animals etc.*

As part of addressing such complaints and in the spirit of the continuous consultation process, a Grievance Redress Mechanism (GRM) has been developed for the Project. The GRM will consist of four parallel systems at the disposal of the community and will be applied at the discretion of the complainant and/or the nature of the grievance. The four parallel systems are: a) a community-based system; b) a formal system; c) Gender Based Violence and sexual harassment, exploitation and abuse against women and children (GBV-SHEA GRM); and d) the IFAD complaints procedure.

The GRM will be a system by which queries or clarifications about the Project will be responded to, problems with implementation will be resolved, and complaints and grievances will be addressed efficiently and effectively. The purpose of the grievance redress mechanism is:

- To be responsive to the needs of beneficiaries and to address and resolve their grievances;
- To serve as a conduit for soliciting inquiries, inviting suggestions, and increasing community participation;
- To collect information that can be used to improve operational performance;
- To enhance the Project's legitimacy among stakeholders;
- To promote fairness, transparency and accountability;
- To deter fraud and corruption and mitigate programme risks.

### 5.2 Local Government Structures in South Sudan

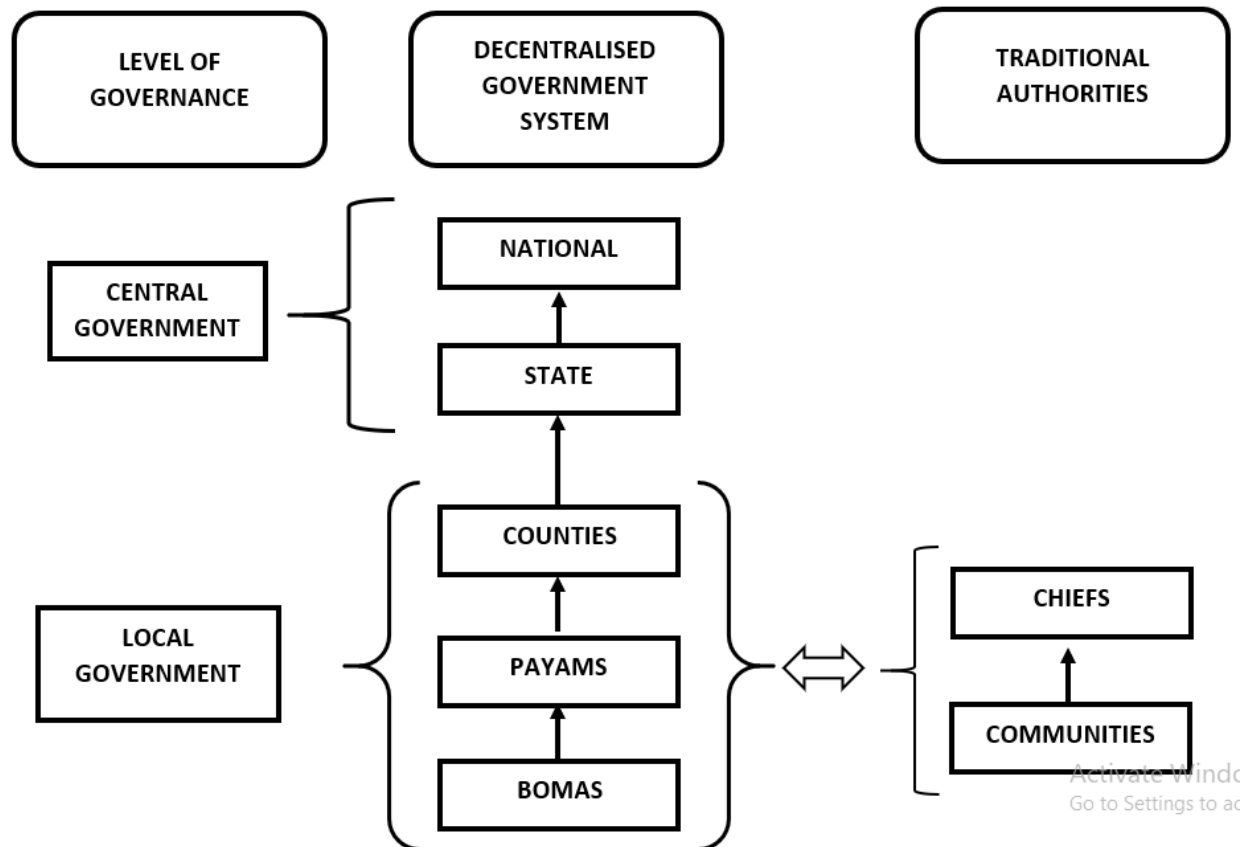
Community structures and organizations in South Sudan will play a significant role in the success of the implementation of SADEP, as these structures have been incorporated into the overall administrative and political framework of the government.

**Diversity of local governance:** The quality of local governance in South Sudan is highly heterogeneous because of diverse historical, cultural, and ethnic characteristics, additionally complicated by decades of conflict and social dislocation. Moreover, the nature of ethnic and clan based social organisation and the role of traditional authorities varies widely across South Sudan's regions (World Bank, 2013).

**Formal local government structure:** The 2005 Comprehensive Peace Agreement and the Interim Constitution of South Sudan (ICSS) laid out a “democratic decentralised system of government”. This was detailed in the 2009 Local Government Act (LGA) and retained after independence in the 2011 Transitional Constitution. The system comprises national, state, and local governments – the latter subdivided into Counties, Payams and Bomas. Provisions for public participation in local governance include election of county commissioners and of county legislative councils, and formation of citizens development committees.

**Role of traditional authorities:** Chiefly institutions vary in structure and selection procedure in different areas of South Sudan. During colonial rule, the British adopted a system of native administration which entailed decentralisation and use of traditional chiefs, notably for tax collection and conflict resolution. Traditional authorities continued to play that role after independence, including during the north-south civil war. They act as intermediaries between communities and local governments. They are included in the system laid out in the 2009 LGA, though their role is not precisely defined. There are contradictions between modern values and traditional governance.

**Factors undermining chiefly authority:** Several factors, mostly related to the civil war, have undermined traditional authorities in South Sudan. Displacement led to new chiefs emerging; government and armed forces also appointed new chiefs in areas under their control. Where traditional chiefs were retained, they were forced to do the bidding of armed groups/the government and faced severe punishments if they failed to do so. The appointment of new chiefs, the proliferation of appointments and the ‘humiliation’ of traditional chiefs by armed forces combined to weaken chiefly authority (Idris, 2017). Figure 1 is a depiction of the local governance structure in South Sudan.



**Figure 1:** The local governance structure in South Sudan.

The Four systems are presented below;

### 5.2.1 Community Based Grievance Redress Mechanism

This will be a stand-alone Grievance Redress Mechanism where the communication mechanism involves only community members and will tend to be site specific. This will be used to facilitate agreements among community members but also to solve disagreements where these might occur. The Community Based Grievance Redress Mechanism aims to use the existing traditional structures and facilitate grievance resolution at higher levels (including the court of law, where necessary).

Communities tend to rely substantially on their own internal social regulatory systems including mechanisms to deal with grievances that work in parallel with the formal systems. These internal social regulatory systems will be used to the extent possible at community level. Recourse where necessary will be facilitated by the Programme, but in general, SADEP will ensure easy access to information through culturally appropriate means and language of communication.

In solving problems, negotiation and agreement by consensus will provide the first avenue to iron out and resolve any grievances expressed by programme affected individuals. Thus, appropriate community-based channels of grievance redress mechanisms will be put in place, and the programme affected people sensitised to make use of them.

The channels will have to be in line with the norms of the communities as well as laws of the country. Thus, the process will involve informal courts handled by

traditional leaders (Community chiefs etc.), and will follow the following route (Figure 7-2):

**Community Level**

The first port of entry is the Community level run by the community Chiefs. The Chiefs in conjunction with the Boma Development Committees, preside over the matter over a set time (possibly 15 days) from receipt of the grievance to act upon it. Lessons can be taken from PASIDP in Ethiopia's.

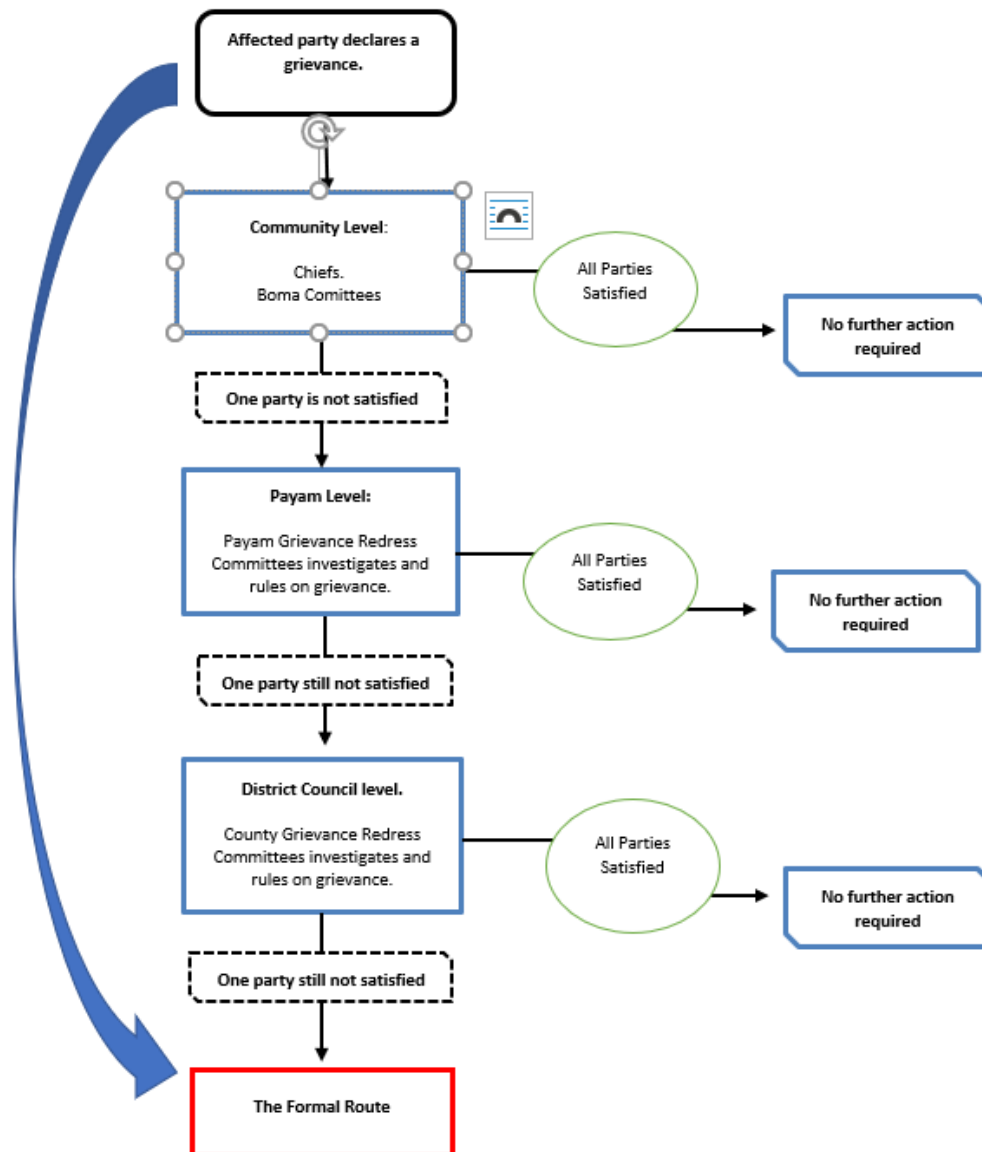
**Payam Level**

When one party is not satisfied with the decision at Community Level, the complaint can be taken up to the Payam Level. The Payam Grievance Redress Committees then investigate and give their ruling on the matter. In most cases such complaints get sorted out at this level.

**County Level**

However, those who are not satisfied will be allowed to appeal to the County Council (CC). At this level, the County Grievance Redress Committee under the District Officer will preside over the case. However, if the aggrieved party is still not satisfied then they can ultimately take the formal route.





**Figure 2:** The Community-based grievance mechanism.

### 5.2.2 Formal GRM

The formal Grievance Redress Mechanism is detailed in Appendix 7. it consists of the following components: -

- The access point for impacted/concerned people will be situated as close to the beneficiary farmers as possible, such as places at the sub-project and SADEP IA offices. SADEP IA staff will be responsible for receiving the grievances, classifying, and logging them.
- An acknowledgement of receipt should be given to the complainant containing an expectation of when they will receive a response.
- The grievance is then Assessed and investigated to identify all the key facts.
- A resolution is then arrived at, and the proposed actions are confirmed with SADEP IA/MAFS senior members of staff.
- A response is then communicated to the complainant within the timescale promised.
- The complainant is given room to appeal to the Ministry of Agriculture and Food security or the Courts of Law if they are not satisfied with the

- response.
- Once done the case is brought to a closure and all the staff members of SADEP IA are made aware of the complaint, any underlying issues and plans to prevent any future recurrence of the issue.

### **5.3 Third Level: GBV-SEAH**

Survivors of Gender-based and Child Violence or Sexual Exploitation and Abuse are encouraged to report all GBV/SEAH cases through the dedicated GBV/SEAH referral system and complaints resolution mechanism. This will be made explicit in all community awareness sessions, as well as be part of the publicly disclosed information. The GBV/SEAH referral system will guarantee that survivors receive all necessary services, including medical, legal, counselling, and that cases are reported to the police where applicable.

When grievances on gender-based and child violence, sexual exploitation and harassment against women and children are reported to either of the other two channels above, the cases will be transferred to the GBV-SEAH GRM as soon as possible by the first person who is associated with the GRMs and recognizes the nature of the grievance. The person who reported the grievance will be informed of this administrative action and provided with necessary contact information (SADEP PMU project officer and GBV-SEAH GRM handling office in the nearest locality for further assistance). The GBV-SEAH GRM will task the Gender Officer as soon as possible so that information collection regarding the incident may begin with the aid of PMU, Committee, implementing partner/contractor (and suppliers where appropriate). All project personnel will be trained on the importance of speediness, as some actions, such as sexual assault, will require Post-Exposure Prophylaxis (PEP) within 72 hours of the incidence and/or other forms of medical assistance.

### **5.4 Fourth Level: IFAD Accountability and Complaints Procedure**

Besides the proposed GRM approach, aggrieved persons can also employ additional channels to air their complaints. These include the IFAD Accountability and Complaints Procedures.

The objective of the IFAD Complaints Procedure is to ensure that appropriate mechanisms are in place to allow individuals and communities to contact IFAD directly and file a complaint if they believe they are or might be adversely affected by an IFAD-funded project/programme not complying with IFAD's Social and Environmental Policies and mandatory aspects of SECAP.

Complaints must concern environmental, social and climate issues only and should not be accusations of fraudulent or corrupt activities in relation to project implementation – these are dealt with by IFAD's Office of Audit and Oversight.

To file a complaint for alleged non-compliance with IFAD's social and environmental policies and mandatory aspects of its SECAP, IFAD will consider only complaints meeting the following criteria:

- The complainants claim that IFAD has failed to apply its social and environmental policies and/or the mandatory provisions set out in SECAP.
- The complainants claim that they have been or will be adversely affected by IFAD's failure to apply these policies.
- Complaints must be put forward by at least two people who are both nationals of the country concerned and/or living in the project area. Complaints from foreign locations or anonymous complaints will not be taken into account.
- Complaints must concern projects/programmes currently under design or implementation. Complaints concerning closed projects, or those that are more than 95 per cent disbursed, will not be considered.

A complaint relating to non-compliance with IFAD's Social and Environmental Policies and mandatory aspects of its SECAP can be submitted by downloading the complaints form on the IFAD website or to send an email to [SECAP\\_complaints@ifad.org](mailto:SECAP_complaints@ifad.org). If you email or mail your complaint, please include the following information:

- Name, address, telephone number and other contact information
- Whether the complainants wish to keep their identity confidential, and if so, why
- Name, location, and nature of the IFAD project/programme (if known)
- How the Complainants believe they have been, or are likely to be, adversely affected by the IFAD-supported project or programme

Complaints sent by mail should be addressed to:

IFAD, SECAP Complaints (PMD), Via Paolo di Dono 44, 00142 Rome, Italy

## **5.5 Managing GRM**

Effective management demands that the GRM be well understood by potential users and implementers of the GRM. There has to be good coordination of the GRM, and the GRM has to be well-resourced.

## **5.6 Public Awareness of the GRM**

The GRM will occupy a central place in the PMU and Ministry of Agriculture Communication Strategy to create public awareness of the GRM. The information, education and communication activities to publicise the GRM will include public sensitisation through media and meetings at national, county and community levels, including distribution of GRM brochures in public places. Part of the public awareness to make the GRM accessible will involve translating the English version of the GRM and the accompanying registry forms into local languages spoken in each of the ten counties (may include but not limited to Kiswahili). The PMU will develop and share the necessary forms required for registering and reporting all grievances especially at community and at the county programme level. Grievance cases that are taken to the official courts and/or to IFAD directly should be recorded by the PMU accordingly.

## **5.7 Capacity Building and Monitoring**

Stakeholders shall be trained on the GRM processes and steps to ensure that they perform their roles effectively and with speed to the satisfaction of the aggrieved parties and project expectations shall be taken. The preparation of a monthly

report on the types of grievances raised or received will help in identifying complaints that are most common. With this information, actions can be taken to first avoid the rise of this type of complaints in the future. The monitoring of grievances is essentially a learning exercise to improve situation on the ground. It will be the responsibility of the Social Safeguards Specialist in the PMU to monitor the performance of the GRM through reports from the local, ward to county level.

## **6 SEP Resources and Responsibilities**

### **6.1 Responsibilities**

The management, coordination and implementation of the SEP and its integral tasks will be the responsibility of dedicated team members within the PMU through Environmental and Social and Climate Safeguards Specialists whose roles and responsibilities of the organizations are presented below.

#### **The Project Management Unit**

The PMU will be accountable for ensuring SADEP achieves its development objectives and for oversight of all day-to-day operations of the Project. The PMU will also be responsible for all reporting requirements of GoSS and IFAD related to the Project. The PMU under the oversight of the Permanent Secretary will work closely with relevant stakeholders to ensure that the SEP is implemented in a successful manner.

#### **Environmental and Climate Safeguards Specialist**

The person will be responsible for the management of Programme related environmental safeguards issues and will have oversight over all stakeholder engagement activities as well as other Programme specific safeguards documents. Responsibilities will include the following:

- Continuous development, implementation and monitoring of the stakeholder's engagement plan and other Programme specific documents
- To bring together the different stakeholders engaged in climate financing and develop joint strategies and plans, ensuring that key stakeholders are engaged while creating and maintaining momentum. Liaise with the Project Coordinator to ensure that stakeholders engagement requirements are understood
- To develop and maintain the stakeholder database/map and
- Proactively identify stakeholders, Programme risks and opportunities and inform Programme Coordinator to ensure that the necessary planning can be done to either mitigate risk or exploit opportunities.
- To initiate the Technical Working Group on environment protection and Climate Change, identifying participants, organizing several initial meetings, and ensuring the TWG is a useful and efficient instrument for technical collaboration.
- To organize regular meetings and/or prepare regular communications, in close collaboration with the PMU
- To ensure compliance with SECAP and national regulations social and environmental standards, and regularly review and update the social and environmental assessment procedures.

### **Gender and Social Inclusion Specialist**

The Social Inclusion Specialist will be responsible for the management of Programme related social safeguards issues. He/she will oversee all stakeholder engagement activities regarding the implementation of the GRM as well as other Programme specific documents. Responsibilities will include the following:

- Continuous Development, implementation and monitoring of the stakeholder's engagement plan, GRM and other Programme specific documents
- Guiding and overseeing community sensitization processes, ensuring that key information reaches all intended target groups, that beneficiary selection is transparent and in line with pre-defined criteria and that all target groups participate in relevant programme decision-making processes.
- Liaising with local stakeholders regularly to disseminate information about social risk mitigation activities considered by SADEP.
- Liaise with the Project Coordinator to ensure that stakeholder engagement requirements are understood.
- Maintain the stakeholder database and
- Proactively identify stakeholders, Programme risks and opportunities and inform Programme Coordinator to ensure that the necessary planning can be done to either mitigate risk or exploit opportunities.

### **Resources**

The design and implementation of a detailed and accurate SEP will be the overall responsibility of the PMU. The Project Coordinator will oversee the SEP implementation to ensure the success of the SADEP Programme.

### **Budget**

The Project Coordinator will ensure that the PMU has an adequate standing budget allocated towards the Stakeholder Management Programme. Preliminary budget allocation has however been made in the ESCMP (Volume I).

## **6.2 Training**

All the SADEP partners and PMU team members will attend a workshop whose focus will be to bring awareness on the Project, SEP, GRM, LMP as well as other Project specific documents. The training can be organised at multi-level to accommodate all stakeholders and allow free expression of concerns regarding the project.

## **6.3 Monitoring and Reporting**

Monitoring and evaluation of the SEP process is vital as it ensures that the PMU can respond to identified issues and alter the schedule and nature of engagement activities to make them more effective. As part of the SEP, a mechanism for providing feedback to the stakeholders on their information needs will be set up. In addition, the SEP will include means for monitoring the effectiveness of the public consultation processes and outcomes from consultations, and for determining where further action may be necessary regarding engagement.

The Safeguards Specialists in the PMU will be responsible to ensure that the SEP is implemented throughout the life of the Project. They will also be responsible for

communicating and reporting on all stakeholder matters to the Project Coordinator.

Monitoring of the stakeholder engagement process allows the efficacy of the process to be evaluated. Amongst others the following monitoring activities will be implemented:

- During the engagement activities: short-term monitoring to allow for adjustments/improvements to be made during engagement; and
- Following completion of all engagement activities: review of outputs at the end of engagement to evaluate the effectiveness of the SEP as implemented.

To help in the monitoring system, a series of key performance indicators for each stakeholder engagement stage will be developed. Table below shows an example of the indicators and performance against the indicators to show successful completion of engagement tasks.

**Table 3: Key Performance Indicators**

PHASE	ACTIVITIES	INDICATORS
Planning for Programme	Share updates on Programme activities	Posters displayed in allocated service centres by time specified
GRM, SEP and other Programme specific documents Implementation	Share updates on SEP, GRM and other Programme specific documents activities	Posters displayed in allocated service centres by time specified,  Affected community stakeholders will have received and understand the information disclosed and attended the public meetings,  Communities provided feedback,  No complaints about non-receipt of Programme specific documents received.

The identification of SADEP related impacts and concerns is a key element of stakeholder engagement that will occur over the complete Programme life cycle. As such, the identification of new concerns, impacts and grievances as the GRM and Programme progress will serve as an overall indicator for the implementation of the stakeholder engagement process. There are two keyways in which the stakeholder engagement process, as will be provided for in the M&E action plan, will be monitored:

### **Review of Engagement Activities in the Field**

During the engagements with stakeholders the engagement team will assess meetings using the following engagement tools:

- Stakeholders database,
- Issue and Response table, and
- Meeting records of all consultations held.

### **Reporting Stakeholders Engagement Activities**

Performance will be reviewed following the stakeholder's engagement sessions conducted in the field. In assessing performance, the following will be considered:

- Materials disseminated: Types, frequency, and location,
- Place and time of formal engagement events and level of participation including specific stakeholders' groups e.g., Chiefs,
- Number of people attending public or formal meetings,
- Number of comments received type of stakeholder and detail of feedback provided,
- Meeting minutes, attendance register and photographic evidence,
- Numbers and type of stakeholders who contact the SADEP Programme team by mail, telephone, and any other means of communication,
- Comments received by government authorities, community leaders and other Programme partners and passed to the SADEP Programme, and
- Number and types of feedback and/or grievances and the nature and timing of their resolution; and the extent to which feedback and comments have been addressed and have led to corrective actions being implemented

## 7 LABOUR MANAGEMENT PLAN

### 7.1 Overview of the LMP

As outlined in its strategic framework, IFAD's overarching development goal is to invest in rural people to enable them to overcome poverty and achieve food security through remunerative, sustainable, and resilient livelihoods. More than three quarters of the world's poor live in rural areas and many of them depend on agriculture to earn a living. The majority of rural workers hold precarious and poorly remunerated jobs in the informal rural economy. Youth in particular face disadvantages in accessing productive and gainful jobs, due to their limited access to productive resources, including land and credit, and markets. As IFAD invests in rural livelihoods, it works to improve working conditions and foster the application of labour standards in rural settings, as these are among the main factors that undermine the well-being and productive potential of rural populations. To ensure that no one is left behind, IFAD targets disadvantaged workers in its projects, particularly youth, women, people with disabilities and migrant workers.

As such, IFAD's Standard 5: Labour and working conditions (standard 5) aims to ensure that IFAD investments to promote rural employment respect the fundamental rights of workers. Therefore, all private sector actors (or any other entity) that will be engaged in the project, will adhere to the LMP to ensure SECAP compliance prior to engagement in any project activity. Private enterprises that will provide services within the project shall also sign a safeguards commitment letter to implement all measures stipulated in the ESCMF.

A template for this LMP that will be developed during the inception phase of the sub-projects. To the extent that provisions of national law and employer policies satisfy the requirements of Standard 5, these would be applied and the applicable party would not need to duplicate such provisions in additional project-specific labour management procedures. An assessment, undertaken as part of the scoped ESIA's and ESCMPs and targeted assessments, should identify whether the applicable party (employer, contractor) has appropriate human resources policies and occupational health and safety management procedures to address and manage identified labour risks and impacts and to meet the Standard 5 requirements.

The LMP requirements shall:

- Comply with minimum age threshold set out in International Labor Organization (ILO) Conventions or national legislation (whichever offers the greatest protection to young people under the age of 18) and expect certification by contractor that children under 18 are and will not be employed in hazardous work, and if involved are only doing light work with security and safety standards respected and enforced.
- Check the activities carried out by young workers and ensure that children under 18 are not employed in hazardous work, including in contractor workforces. Hazardous work will normally be defined in national legislation



and will be likely to include most tasks in construction and several in agriculture.

- Assess the safety risks relating to any work by children under 18 and carry out regular monitoring of their health, working conditions and hours of work
- Ensure that any workers aged 13-15 are only doing light work outside school hours, in accordance with national legislation, or working in a government-approved training programme
- Ensure that contractors have adequate systems in place to check workers' ages, identify workers under the age of 18 and to ensure that they are not engaged in hazardous work, and that their work is subject to appropriate risk assessment and health monitoring

In addition, the Project will ensure that appropriate wages will be paid per assigned tasks. Security and safety standards will also be respected and enforced. In addition, the project Grievance Redress Mechanism will provide for a fair and free from influence entry point for their potential complaints and/or grievances. The Complaints Register and Grievance Redress Mechanism will provide an accessible, rapid, fair and effective response to concerned stakeholders, especially any vulnerable group who often lack access to formal legal resources.

For any Contractors and/or sub-contractors, due diligence will be conducted as necessary to ascertain that third parties who engage project workers are legitimate and reliable entities and have in place appropriate policies, processes and systems that allow them to operate in accordance with the minimum requirements herein.

## 7.2 Introduction

This Labour Management Plan (LMP) will facilitate planning and assist the PMU and Contractors in ensuring that project implementation adheres to the requirements of IFAD SECAP Standard 5: on **Labour and Working Conditions**. The LMP therefore identifies the main labour requirements and risks associated with the project and will guide the PMU in determining the resources necessary to address project labour issues.

The LMP has been prepared as a safeguard to address labour related issues that may arise during project implementation given the existing volatile socio-political and economic conditions in South Sudan. This LMP has been guided by the IFAD's SECAP (standard 5 and its guidance notes) requirements and is in line with the GoSS labour regulations (albeit limitations in implementation). The LMP will enable different project-related parties (e.g. staff of the project implementing unit, contractors and sub-contractors and project workers) to have a clear understanding of what is required on specific labour issues. Literature review revealed that there is high risk of armed conflicts, operational interference, targeted violence, bureaucratic impediments that affect workers<sup>1</sup>. Child labour is rampant because of poverty, child headed households and limited prospects through the education first option<sup>2</sup>. Cases where workers have maltreated community members through sexual abuse and exploitation have been reported and investigated at UN level<sup>3</sup>. This LMP therefore, has put in place measures that will avoid similar shortfalls.

The GoSS recognizes that sound worker-management relationships, fair treatment of workers, promotion of gender equality and protection from gender-based violence (GBV) and provision of safe and healthy working conditions enhances development benefits of a program. It is for this reason that the LMP has been prepared for SADEP. The objectives of the LMP are to:

- To promote safety and health at work
- To promote appropriate labour practices which include non-discrimination and equal
- employment opportunity to all eligible community members
- To protect program workers, including vulnerable workers such as women, persons with disabilities, migrant workers, contracted workers, community workers and primary supply workers, as appropriate
- To prevent the use of all forms of forced labour and child labour
- To support the principles of freedom of association and collective bargaining of program workers in a manner consistent with national law and
- To provide program workers with accessible means to raise workplace grievances.

## 7.3 Types of workers for SADEP

It is expected that SADEP will engage different categories of workers. These will include: Direct Workers, Contracted workers, Community Workers, Migrant

---

<sup>1</sup> Reliefweb, 2023

<sup>2</sup> Child Protection Area of Responsibility, 2024

<sup>3</sup> UN News, 2022 (<http://news.un.org>)

workers and Primary Supply Workers. The exact number of workers will be confirmed once sub-project activities have been specified and agreed on.

### **Characteristics of project workers**

The project will include direct workers e.g. PMU, civil servants from the line ministries, local workers, national or international migrants, community workers, female workers, all these workers will be aged 18 years and above.

### **Timing of labour requirements**

The timing and sequencing of labour requirements in terms of numbers, locations, types of jobs and skills required will be available during sub-project implementation.

### **Direct Workers**

Government civil servants from the Ministry of Agriculture and Food Security (MAFS), subject to the terms and conditions as governed by South Sudan's Constitution (2011) and the Civil Service Act (2011). The Constitution and the Civil Service Code prohibit child labour and forced labour.

### **Contracted Workers**

People engaged through third parties, in particular MAFS as the lead technical partner to perform work related and core functions of the project. The category will also include field personnel directly contracted by PMU and based at various project sites within the states/counties.

### **Community workers**

The community workers including beneficiary households will be engaged to provide community labour for the rehabilitation and any construction works. SADEP will prioritise recruitment of local unskilled labour and the following terms and conditions will guide management of community workers participating in the project;

- Community workers to be involved in the construction works should be above 18 years of age
- Where wages are applicable, contractors should observe government set minimum wage rate and workers will have an opportunity to negotiate their wages higher.
- Community workers working on voluntary basis will work as per the agreed timeframe by community members themselves. However, hours of work for these workers shall not exceed 4 hours in a day.
- Where wages are applicable, payment of wages will be done monthly on the agreed day of each month.

The community workers will be identified during the project implementation stage and the LMP will be updated accordingly.

### **Migrant workers**

The project shall thrive to engage local skilled and unskilled labour as well as community workers from the locality of the project's impact area. However, where skilled workers are not available in the locality, it is expected that workers from nearby communities will be involved and will be considered as "internal migrants".

As part of the environmental and social assessment, the program identified potential risks of child labour, forced labour and serious safety issues which may arise and this will closely be monitored by the PMU.

### **Primary Supply Workers**

People engaged by MAFS/PMU/Contractors as primary suppliers. These include, for example, suppliers of construction materials including aggregates, bitumen and precast concrete interlocking blocks or other goods required.

## **7.4 Project activities**

The type and location of the project activities are yet to be identified. Significant use of labour is mostly expected to arise from the rehabilitation activities and any construction works. Workers will be involved in a number of activities like infrastructure construction, operations and maintenance, lifting of heavy materials among others. These activities may pose occupational safety and health risks to workers.

The health and safety risks to which workers and community members may be exposed will be assessed during implementation. The ability to prevent or eliminate such risks or, if the risk cannot be prevented or eliminated, measures to protect community workers from exposure will be explored. This will be done through the project environmental and social screening process.

## **7.5 Labour Risk Identification and Analysis**

A number of labour related risks are anticipated during the implementation of the Project which include;

- Occupational Safety and Health risks
- Gender Based Violence (GBV)/Sexual Exploitation and Abuse and Harassment
- Risk of communicable diseases including HIV/AIDS and other STIs,
- Non-compliance with GoSS labour laws and regulations
- Discriminatory policies or practices that deny equal opportunity
- Restrictions on freedom of association and collective bargaining
- Limited understanding and implementation of OSH requirements
- Identification crises (returnees, IDPs, refugees)
- Influx of migrant workers
- Exposure to extreme weather conditions such as high temperatures and floods
- Rampant Child labour
- Political and ethnic influence in hiring processes
- Possible accidents or emergencies

The project will address these risks by undertaking site specific risk assessments and incorporating mitigation measures for the identified risks into the program specific environmental, social, health and safety management plans to be developed by each sub-project.

Table 1 below presents a summary of the possible mitigation measures for the potential identified labour related risks.

Table 4: Possible mitigation measures for the potential risks

Potential Risks	Proposed mitigation measures
<p><b>Occupational Safety and Health Risks</b> Due to the protracted conflict in South Sudan and the weakness of formal justice institutions, employees' working conditions are poor and the project needs to ensure that such working conditions are not accepted. The impact is significant in that it may manifest in exploitation of the very community that the project intends to benefit, community workers, but also contracted workers may be affected.</p>	<p>Supervision of Labour Management Practices for contractors, community workers, and also direct workers and consultants</p> <ul style="list-style-type: none"> <li>• Provide appropriate and adequate Personal Protective Equipment (PPE) to workers</li> <li>• Train workers regularly on occupational safety and health risks prevention</li> <li>• Enforce the use of PPE by workers</li> <li>• Facilitate the formation of Occupational safety, Health Welfare Committee</li> </ul>
<p><b>Risk of communicable diseases. Spread of HIV and AIDS,</b> Population movement due to labour influx may result in the spread of diseases.</p>	<p>Communication of risks to be conducted through locally appropriate means – targeting specific social groups and genders.</p> <ul style="list-style-type: none"> <li>• Sensitize workers and communities on communicable diseases including HIV, STIS, and ways of preventing them</li> <li>• Encourage workers and communities to go for voluntary screening/ medical check-up/testing</li> <li>• Provide Information, Education and Communication materials on different communicable diseases</li> </ul>
<p><b>Increased risk of influx of migrant workers &amp; competition with locals</b></p>	<ul style="list-style-type: none"> <li>• Prioritise recruitment of locals and engage all nonskilled labour force from surrounding communities to minimize the risk of migrant workers and associated negative impacts.</li> </ul>
<p><b>Gender Based Violence, Sexual Exploitation and Abuse</b> – Both for workforce and local communities, particularly under aged girls</p>	<ul style="list-style-type: none"> <li>• Sensitize workers and surrounding communities on dangers and prevention of Gender Based Violence</li> <li>• Provide equal employment opportunities to men, women, youth and people living with disabilities</li> <li>• Prepare, adopt and implement worker's code of conduct</li> <li>• Prepare and implement GBV/SEAH Action plan</li> <li>• Compulsory training and awareness to workers on GBV/SEAH</li> <li>• Carry out community sensitization</li> <li>• Promote women and girl's empowerment</li> </ul>
<p><b>Child labor</b> – Disturbance of child's education, health and safety</p>	<ul style="list-style-type: none"> <li>• Sensitize surrounding communities on issues of child labour</li> <li>• Employ people that are aged 18 and above</li> <li>• Restrict engagement of under aged herders</li> <li>• Verify age using IDs</li> <li>• Develop and implement Action Plan to Address GBV and SEAH against children</li> </ul>
<p><b>Discrimination and exclusion of vulnerable groups</b></p>	<ul style="list-style-type: none"> <li>• Development of Workers Grievance Redress Mechanism (WGRM); and</li> <li>• Implement a deliberate policy for gender equality</li> <li>• Develop deliberate mechanism to monitor participation of vulnerable groups in all activities</li> </ul>
<p><b>Discrimination against women in employment</b></p>	<ul style="list-style-type: none"> <li>• Contractors are compelled to safeguard the interests of women, including gender parity at the workspace, prohibiting, preventing and punishing sexual harassment and other forms of GBV towards female workers</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide appropriate sanitation facilities at workplace</li> <li>• Provide appropriate PPE for women</li> <li>• Develop and implement Action Plan to Address GBV and SEAH against Women</li> </ul>
<p><b>Labor disputes and conditions of employment</b> Given the generally high conflict potential, it is possible that disputes over contracts emerge</p>	<ul style="list-style-type: none"> <li>• Establishment of Workers Grievance Redress Management Committee (WGRMC)</li> <li>• Compliance with the adapted and revised LMP</li> </ul>

## 7.6 Code of Conduct

SADEP will develop and implement a code of conduct for all project workers including consultants and contractors, aimed at preventing and/ or mitigating social risks during project implementation. The social risks that may arise include but not limited to GBV and SEAH, child labour, forced labour, Non-payment and/or delayed payment of wages, HIV/AIDS, safety, health and environmental issues. The Project will develop a code of conduct that will require skilled, unskilled migrant and community workers to operate under. Sample Code of Conduct is provided in Annex 1.

## 7.7 Institutional Arrangements for the LMP

Given the categories of project workers (direct workers, contracted workers and community workers), this section lays out the operational arrangements amongst the various institutions that are collaborating with the SADEP to ensure the smooth implementation of the LMP. The requirements of the LMP apply to all categories of project employees and workers.

The requirements of the LMP as applicable to the direct workers will be under the responsibilities of MAFS through the PMU.

The requirements of the LMP as applicable to the contracted workers will be under the responsibilities of PMU through the South Sudan Human Resource (HR) Unit with supervision Unit in South Sudan. The HR unit will be responsible for managing and implementing employment policies, guidelines and procedures, including equal opportunity employment. Their role ensures compliance with South Sudan national labour laws and IFAD, with respect to recruitment, management and termination of engagements. PMU has the responsibility to ensure LMP implementation at the interface with all contractors (implementing agencies) through the Procurement Team, which is responsible for managing vendor contracts and Letters of Agreement (LoAs).

Where contractors engage community workers directly in rehabilitation or construction activities, it is responsible for the full implementation of the requirements of the LMP as it applies to community workers while the PMU will exercise oversight over labour management processes.

The primary suppliers are identified at the sub-project level by the PMU or directly during sub-project screening and the applicability of the LMP will be affirmed at

that time. MAFS has the mandate to ensure that all the procedures for primary supply workers are observed, though the PMU will have the overall responsibility.

### **Key Procedures**

The Project will promote sound worker-management relationships and enhance the developmental benefits of the project by treating workers in the project fairly and providing safe and healthy working conditions. MAFS, PMU, IAs, contractors and all project workers will be accountable for ensuring the full accomplishment of the objectives of Standard 5. The IFAD and national gap assessment shows that some aspects (rules, regulations and procedures) are completely covered by the national legislation while aspects not completely covered by legislation will be satisfied through reference to the IFAD's sector specific guidelines on good practices on occupational safety and health.

The specific Terms and Conditions for the different categories of project workers and different types of activities will be defined in the inception phase of the project. In case of variations between IFAD and South Sudan national requirements, the more stringent provision will apply.

Labour management responsibilities will be shared across activities, with the PMU Social and Environment Safeguards Specialist acting as focal point.

## **Annex 1: Workers' Code of Conduct**

### CODE OF CONDUCT

The main aim of the Code of Conduct (CoC) is to prevent and/or mitigate the social risks related to implementation of SADEP. The PMU facilitated development of Code of Conduct and will be adopted by all workers. The social risks that may arise include but not limited to Child labour, GBV, HIV and AIDS, delayed/denied wages, unnecessary use of migrant workers and occupational health and safety. The Code of Conduct shall be adopted at the onset of the project to ensure that all community members working under the project understand the social risks and expected behaviour as well as mitigation measures.

Workers' Code of Conduct commits the workers to addressing GBV, SEAH, and other relevant social issues. SADEP will conduct awareness raising on the code of conduct and all workers will be required to sign. Summarised and translated copies of the codes of conduct will be publicly available at the chief's office. This code is aimed at preventing social risks at project sites as follows:

- Attend a compulsory induction on social risks and Code of Conduct prior to commencement of work.
- Where possible, ensure employment of local workforce especially where unskilled labour is required in order to mitigate social risks
- Ensure there is zero tolerance to child labour practices
- Promote gender inclusion
- Support establishment and functioning of workers' GRM committee to oversee issues of workers' misconduct including GBV/SEAH
- Maintain a safe working environment including provision and use of personal protective equipment
- Following applicable emergency operating procedures' support workers' training and capacity building on social, environmental, health and safety
- Ensure that all workers are sensitized on HIV/AIDS and other STIs issues
- Ensure that workers' rights such as working hours, minimum wages, leave days compensation are protected
- Ensure workers are timely paid according to agreed intervals.
- Respect all manner of people regardless of age, race, colour, language, ethnicity, religion, etc.
- Do not use language or behaviour that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- Sexual activity with children under the age of 18 is prohibited.
- Exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour is prohibited. Un-consented sexual interactions are prohibited.
- Ensure Terms and Conditions of employment are stipulated and implemented in accordance with Labour Code.
- Ensure that all workers sign individual Code of Conduct confirming their agreement to support prevention of social risks activities.
- Possession of alcohol and illegal drugs and other controlled substances in the workplace are strictly prohibited and ensure compliance to all legal requirements.

I do hereby acknowledge that I have read the foregoing Code of Conduct, do agree to comply with the standards contained therein and understand my roles and responsibilities to comply with all rules of this Code of Conduct. I understand that



any action inconsistent with this Code of Conduct or failure to take action mandated by this Code of Conduct may result in disciplinary action.

Signed by: -----

Signature: -----

Date: -----

## **South Sudan**

---

### **Sustainable Agricultural Development Project**

### **Project Design Report**

### **Annex: Annex 15 Technical Annex On Enhancing Institutional Capacity**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department



## **Annex 16: Technical Annex on Enhancing Institutional Capacity**

This Technical Annex is drawn from the **Institutional Capacity and Systems Needs Assessment Report**<sup>1</sup> conducted in 2024. The Ministry of Agriculture, in collaboration with the FAO commissioned a Capacity and System Needs Assessment for the Ministry of Agriculture and Food Security (MAFS) and State Ministries of Agriculture, Environment, and Forestry (MAE&F), and Cooperatives and Rural Development (MCRD).

The assessment aimed to identify critical capacity gaps and propose strategic capacity development strategies to enable MAFS and State Ministries to fulfil their mandates more effectively. Specifically, the objectives were to undertake individual and institutional capacity needs assessments and propose tailored development responses aligned with the Comprehensive Agricultural Master Plan (CAMP). Additionally, the consultancy aimed to develop a comprehensive capacity development plan for short, medium, and long-term implementation to support MAFS's development goals.

The assessment resulted in a 5-year implementation plan for capacity building within the National and State Ministries to ensure employees possess the necessary capabilities for their challenging responsibilities. The plan also includes a comprehensive system and infrastructure development plan, to be established within the first two years of the project's duration.

### **KEY LESSONS FOR SADEP INTERVENTIONS**

#### **a. Agricultural policies**

Agricultural policies in South Sudan encompass various aspects such as irrigation, land reform, research and development, pricing policies, and market access. Despite the formulation of policies between 2012 and 2017, implementation has been minimal due to civil unrest, financial constraints, and institutional capacity issues. Policy documents, including the National Extension Policy and National Agriculture and Livestock Extension Policy, have not been fully implemented, leading to a gap between policy formulation and actualization.

To address these challenges, it's imperative to review and update sector policies considering changes within ministries and legal frameworks. Enhanced coordination between ministries, international organizations, and the private sector is essential. Key policy issues requiring attention include strengthening agricultural research and extension services, improving access to technology for farmers, capacity building, pest and disease management, and infrastructure development.

The efficiency of existing policy instruments has been assessed, revealing several deficiencies. While policies demonstrate consistency and flexibility, clarity in defining rights and responsibilities, legitimacy, incentives for compliance, ease of administration, and risk of negative externalities pose challenges. The administrative capacity of the government is weak, necessitating efforts to strengthen institutional capacity through interventions like the RALP project.

Overall, the review underscores the need for comprehensive reforms in policy formulation, implementation, and institutional capacity building to achieve sustainable agricultural development in South Sudan.

#### **b. Organizational structure**

The Ministry of Agriculture and Food Security (MAFS) in South Sudan has undergone several changes in its organizational structure since 2005. Initially established as two separate ministries, Agriculture and Forestry, and Cooperatives and Rural Development

---

<sup>1</sup> Source: INSTITUTIONAL CAPACITY AND NEEDS ASSESMENT REPORT, 2024; Prepared by the Ministry of Agriculture and Food Security (MAFS), The Government of the Republic of South Sudan.

Sector, they merged in 2011 and later became known as MAFS in 2017. The ministry is tasked with agricultural transformation, increasing productivity, ensuring food security, and promoting rural development and cooperatives.

- MAFS is mandated to develop and implement policies, strategies, and objectives for agricultural sector development. It aims to promote agricultural productivity, rural transformation, and cooperative formation while coordinating and enhancing rural development efforts.

The functions of MAFS include formulating legislation, policies, and standards, promoting sustainable agriculture and forestry practices, providing technical assistance and training, establishing agricultural extension services, regulating agricultural production, and marketing, controlling diseases and pests, and rehabilitating training and research institutions.

- Similarly, State Ministries of Agriculture, Environment, and Forestry (MAEF) are tasked with developing and implementing policies for agricultural and forestry development, environmental protection, and food security. Their functions include formulating legislation, promoting sustainable resource use, regulating production and marketing, supporting community-based forestry, and providing technical assistance and training.
- State Ministries for Cooperative and Rural Development (SMCRD) focus on promoting cooperative formation, capacity building, financing, and community-based development projects. Their functions include formulating policy and legislation, regulating cooperative activities, providing education and training, and coordinating development programs.

The organogram and establishment structure of the Ministry of Agriculture and Food Security (MAFS) and State Ministries reveal several organizational challenges:

- A. MAFS Organizational Structure: It is encumbered by numerous directorates and directors, leading to slow decision-making, unclear chain of command, and accountability issues. Geographic distribution of directorates exacerbates communication problems.
- B. Vacancy Rates: Both MAFS and State Ministries suffer from high vacancy rates, particularly among directorates, affecting overall performance and decision-making.
- C. Similarities in State Ministries: State Ministries have similar organizational structures, except for Jonglei State, comprising ministerial offices, director generals, and various directorates.

SWOT and PESTEL analyses were adopted to provide insight into the internal and external factors influencing MAFS and State Ministries:

✓ **SWOT Analysis:**

- i. Strengths: Well-formulated Agricultural Master Plan, strong political leadership, committed undersecretary, clear vision among department heads, and relevant policies and procedures.
- ii. Weaknesses: Overcomplicated organogram, poor coordination, lack of job descriptions, understaffing, inadequate infrastructure, and ineffective communication.
- iii. Opportunities: Potential for funding and technical assistance from donor organizations, support from development partners, technical assistance programs, and regional cooperation.

- iv. Threats: Limited budget, slow program implementation, infrastructure deficits, low staff morale, high absenteeism, and turnover rates.

✓ **PESTEL Analysis:**

- i. Political: Government commitment to capacity development, support from the international community.
- ii. Economic: Low productivity, spread of pests and diseases, economic recession, budgetary limitations.
- iii. Social: High youth population, inappropriate work ethics.
- iv. Technological: Insufficient ICT infrastructure, limited internet access, need for community outreach.
- v. Infrastructural: Limited office space, lack of logistics and transportation, inadequate agricultural machinery.
- vi. Environmental: Unpredictable climate changes, deforestation, flooding.
- vii. Legal and Ethical: Existing policies and legal framework, misuse of power, adherence to the transitional constitution.

**c. Institutional resources**

Budgetary constraints and inadequate funding have significantly impacted the operations of MAFS and State Ministries. Budget deficits have led to payment arrears, affecting staff morale and hindering recruitment efforts. The lack of funding for incentives, pensions, and recruitment has exacerbated staff shortages and affected operational efficiency. Weak public sector capacity, governance, accountability, and transparency further compound these challenges, necessitating reforms to strengthen management capacity and budget execution procedures.

**d. Summary**

The organizational analysis of the Ministry of Agriculture and Food Security (MAFS) and State Ministries reveals several challenges impacting their effectiveness and efficiency:

- Communication breakdown: There's a lack of formal structure or communication between MAFS and State Ministries. Political agreements resolving conflict have constrained communication between national and state governments.
- Infrastructure deficiencies: Lack of electricity severely hampers operations, with generators operating for only three hours per day. Insufficient computers and ICT systems hinder communication and data management. Old buildings and overcrowded offices further exacerbate the problem.
- Equipment and supplies: Shortages in equipment, furniture, and supplies decrease productivity and morale among employees.
- Transportation: Ministries lack sufficient transport facilities for field visits and operational activities. In some states, natural disasters like flooding have destroyed buildings, forcing employees to work in unsafe conditions.
- Resource inadequacy: State Ministries face challenges in acquiring office infrastructure, equipment, and technical resources like tractors and ox ploughs. Lack of spare parts and maintenance further compound these issues.

These challenges impede the ministries' ability to fulfil their mandates effectively. Inadequate resources, poor infrastructure, and communication breakdowns hinder communication, data management, and operational efficiency. Addressing these issues is crucial for enhancing the ministries' capacity to contribute to agricultural development, food security, and rural transformation in South Sudan.

Main challenges confronting MAFS in South Sudan encompass low agricultural productivity, high input costs, inadequate market infrastructure, staffing issues, and insufficient budget allocations.

Strategic actions are proposed to mitigate these challenges, including:

- 1. Enhancing Food Security:** Implement strategies to increase agricultural production and productivity, diversify crops, promote value addition, and improve post-harvest management.
- 2. Human Capital Development:** Focus on training and capacity building for civil servants, emphasizing core competencies, technical skills, and leadership development.
- 3. Policy and Governance:** Review and enact policies and legislations within MAFS, improve governance practices, and ensure prudent management of public financial resources.
- 4. Economic Planning and Project Management:** Strengthen planning, monitoring, and evaluation frameworks, and enhance partnerships and collaborations.
- 5. Infrastructure Requirements:** Address inadequate office space and ICT tools to facilitate proper utilization and uptake of ICT activities and projects.
- 6. Agriculture Sector Challenges:** Implement early warning systems for pests and diseases, provide training in integrated pest management techniques, and promote smart farming practices.
- 7. Cooperative Development:** Revamp the cooperative movement, ensure compliance with legislation, and provide financing at affordable interest rates.
- 8. Capacity Building Best Practices:** Adopt international best practices for capacity building, revise policies, and implement effective training programs.

The recommendations outlined provide a comprehensive roadmap for overcoming the challenges faced by MAFS and improving its effectiveness in serving the agricultural sector in South Sudan. Addressing financial constraints, enhancing institutional capacity, and improving governance are paramount for the Ministry of Agriculture and Food Security (MAFS) and State Ministries to fulfill their mandates effectively and contribute to agricultural development, food security, and rural transformation in South Sudan.

## South Sudan

---

### **Sustainable Agricultural Development Project Project Design Report**

#### **Annex: Annex 16 Sadep S Potential Partners**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department





## Annex 16: SADEP's Potential Partners

Development partner	Project (existing and planned)	Potential areas of collaboration
GAFSP 6	Rural Enterprises for Agricultural Development. USD 20 million to support development of Agriculture through youth entrepreneurship.  Project Period 2023 to 2029	<ul style="list-style-type: none"> <li>• Effective funding of the project to reach set development objective.</li> <li>• Partnership for implementation of the project</li> </ul>
GAFSP 7	Additional finance to ongoing project – SSLRP. USD 14.5 million additional financing  Project period 2023 – 2028	<ul style="list-style-type: none"> <li>• Increase SSLRP impact for results.</li> <li>• Increase outreach by two additional counties and 27, 450 additional counties.</li> </ul>
AfDB	Climate Resilient Agri-Food Systems Transformation (CRAFT) Program- Project 1: US\$ 82.9 million to support the development of selected value chains.  Project period: 2024-2029	<ul style="list-style-type: none"> <li>• Joint programming and parallel co-financing on a number of aspects, including infrastructure.</li> </ul>
	Agricultural Markets and Value Addition and Trade (AMVAT): US\$ 20.0 million funded by AfDB to contribute to reduced food insecurity, poverty reduction and building of community and household resilience.  Project Period: 2020-2025	<ul style="list-style-type: none"> <li>• Establishment/use of Aggregation Business Centres</li> <li>• Farmer institutional capacity development</li> <li>• Production and dissemination of improved seeds</li> </ul>
World Bank	Resilient Agriculture and Livelihood Development Project (RALP). US\$ 58.1 million to promote transformative and adaptive agricultural livelihood.  additional financing US\$ 30.0 million. Funded by the World Bank to strengthen capacity of farmers	<ul style="list-style-type: none"> <li>• Strengthening operational capacities of the SPCU to implement Bank projects i.e., technical training, extension, advisory and project management.</li> <li>• Capacity Building in Good Agricultural Practices</li> </ul>

	<p>and their organizations and improve agricultural production.</p> <p>Project Period: 2020-2026</p>	<ul style="list-style-type: none"> <li>• Support for Improved Agricultural Production including sustainable Fish post-harvest handling and processing.</li> <li>• Development of blue economy strategy</li> </ul>
	<p>South Sudan – Emergency Locust Response Project (SSELRP). US\$37 million to build the capacity of the government to eradicate pests and desert locust.</p> <p>Project Period: 2020-2024</p>	<ul style="list-style-type: none"> <li>• Capacity of Government to plan and eradicate risks of pest’s infestation in the country in addition to benefit of harmonizing the capacity building interventions to avoid duplication and ensure effectiveness.</li> <li>• Synergy for more impacts on crop and livestock productions for IFAD funded projects.</li> </ul>
	<p>South Sudan Safety Net Project (SSSNP). US\$ 129 million to build resilient of vulnerable households through social protection and labour-intensive works.</p> <p>Project Period: 2020-2026</p>	<ul style="list-style-type: none"> <li>• Emergency support to IFAD supported beneficiaries’ producers.</li> <li>• Joint activities for Nexus humanitarian and development</li> </ul>
FAO	<p>Fish Baseline assessment project. Funded by Netherlands to generate updated information on fish production and marketing in South Sudan.</p>	<ul style="list-style-type: none"> <li>• Exchanges on Fish production, marketing, and postharvest handling data</li> </ul>
WFP	<p>Smallholder Agriculture Market Support (SAMS) project.</p> <p>Project period: 2023-2025</p>	<ul style="list-style-type: none"> <li>• Integration of smallholder farmers in food assistance programmes</li> <li>• Joint design and implementation of fragility assessments</li> <li>• Alignment of investments into rural communities’ climate resilience</li> <li>• Shared logistical arrangements.</li> </ul>
GIZ	<p>Community Rural Driven Development Project (CRDD) Total project costs Euro 19.0 million to support.</p>	<ul style="list-style-type: none"> <li>• Exchanges on Public-Private Dialogue forums at international, National, sub-national and county levels.</li> <li>• Synergies and complementarities to promote and strengthen localization agenda through the CRDD approach.</li> <li>• Synergies on Land policy and peasant organizations</li> <li>• Knowledge sharing on integrated Natural Resource and Disaster risk management approaches.</li> </ul>
China SSTC	<p>IFAD standalone initiative-Fish Post-harvest management Project: US\$ 400,000</p>	<ul style="list-style-type: none"> <li>• Technical expertise and knowledge transfer on new opportunities to develop sustainable blue economy interventions.</li> <li>• Strengthen implementation capacity for IFAD projects.</li> </ul>

		<ul style="list-style-type: none"> <li>• Strengthen data collection, analysis, documentation, and dissemination.</li> <li>• Capacity building on policy analysis and dialogue within both public sector institutions and private sector associations.</li> </ul>
UNDP	Establishment of National early warning system: US\$ 10.0 million from IGAD Early warning centre.	<ul style="list-style-type: none"> <li>• Early warning system</li> </ul>
UNICEF		<ul style="list-style-type: none"> <li>• Synergies to support vegetable gardening at County level public health centres where malnourished pregnant and lactating mothers and children are registered.</li> </ul>
UNHCR		<ul style="list-style-type: none"> <li>• Sharing of data of returnees, refugees and IDPs areas on total number and possible locations of settlement as well as coordination and linkage with local authorities.</li> <li>• Reintegration of refugees, returnees and IDPs with the host communities through engagement in climate smart agricultural production initiatives.</li> </ul>
Natural Resource Development working group (NRDWG)	Supported by EU, AfDB and JICA.	<ul style="list-style-type: none"> <li>• Support national quality standards for sustainable forest management and agro forestry materials and management techniques to improve productivity.</li> <li>• Synergies on Integrated Water Resources Management (IWRM) using a catchment-based coordination and planning approach for equitable, productive, and sustainable use.</li> <li>• Collaborate on quality weather and climate information and service and innovative solutions to systematic and crosscutting issues.</li> </ul>
Seed System Group (SSG)	<p>Rural Poor Stimulus Project: US\$ 1,000,000.0 to build sustainable seed systems in South Sudan.</p> <p>Project period: 2024-2026</p>	<ul style="list-style-type: none"> <li>✓ Strengthen sustainable localized systems for supplying high-yielding climate resilient seeds for nutritious crops.</li> <li>✓ Promote sustainable uptake and effective use of high-yielding climate resilient seeds for nutritious crops among smallholder producers to achieve consistently higher yields despite climatic shocks and stressors.</li> <li>✓ Strengthen regional seed policies and sharing of germplasm and practical</li> </ul>

Republic of South Sudan  
 Sustainable Agricultural Development Project (SADEP)  
 Project Design Report

		experiences in seed systems development.
State Ministries of Cooperatives and Rural development, Animal Resources and Fisheries and Agriculture, Forestry and Tourism as well as County Agricultural Directorate		<ul style="list-style-type: none"> <li>● Provision of extension services</li> <li>● Support Farmer institutional capacity development</li> <li>● Development of fish regulatory framework and blue economy strategy.</li> </ul>
Civil societies and religious organization		<ul style="list-style-type: none"> <li>● Support mobilization of community level committees.</li> <li>● Participate as members of Grievance Redress Mechanism</li> <li>● Support in access to agricultural inputs.</li> </ul>

## South Sudan

---

### **Sustainable Agricultural Development Project Project Design Report**

### **Annex: SADEP GRM, Stakeholder Management Plan and LMP**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department





Republic of South Sudan



# **STAKEHOLDER MANAGEMENT PLAN (SEP) LABOUR MANAGEMENT PLAN (LMP) GRIEVANCE REDRESS MECHANISM (GRM)**



for

## **Sustainable Agricultural Development Project (SADEP)**

### **VOLUME II (April, 2024)**



The SEP, LMP and GRM for the **Sustainable Agricultural Development Project (SADEP)** is part of the Environment, Social and Climate Management Framework (ESCMF) series which is intended to provide complete documentation for the requirements of a holistic environmental, social and climate (ESC) risk management system for the Project. This ESC Assessment Procedures instrument contains the findings of a study conducted for the agriculture sector of the Government of South Sudan and the instrument has been developed based on the local conditions and findings. Other documents in the series include:

**Volume I:**

Environmental, Social and Climate Management Framework (ESCMF)

**Volume III:**

Targeted Adaptation Assessment

## TABLE OF CONTENTS

<b>LIST OF ABBREVIATIONS AND ACRONYMS .....</b>	<b>4</b>
<b>1 INTRODUCTION .....</b>	<b>5</b>
1.1 GOAL AND DEVELOPMENT OBJECTIVE.....	5
1.2 EXPECTED RESULTS .....	5
1.3 COMPONENTS.....	5
1.4 SUSTAINABILITY STRATEGY .....	7
1.5 ORGANISATIONAL SET-UP.....	7
<b>2 RATIONALE FOR STAKEHOLDER ENGAGEMENT .....</b>	<b>9</b>
2.1 POLICY FRAMEWORK FOR STAKEHOLDER ENGAGEMENT .....	10
2.2 OBJECTIVES OF THE SEP .....	11
2.3 BENEFITS OF SEP .....	11
<b>3 STAKEHOLDERS IDENTIFICATION AND ANALYSIS.....</b>	<b>12</b>
3.1 IDENTIFYING STAKEHOLDERS .....	12
3.2 PRELIMINARY STAKEHOLDER IDENTIFICATION .....	12
3.3 PROJECT AFFECTED (PRIMARY STAKEHOLDERS) .....	13
3.4 INTERESTED PARTIES (SECONDARY STAKEHOLDERS) .....	16
3.5 STAKEHOLDER ANALYSIS .....	17
<b>4 STAKEHOLDER ENGAGEMENT CONSIDERATIONS.....</b>	<b>19</b>
4.1 PLANNING FOR STAKEHOLDER ENGAGEMENT .....	19
4.2 ENGAGEMENT ACTIVITIES AND INFORMATION DISCLOSURE.....	22
4.2.1 <i>Stakeholders Engagement Stages and Activities</i> .....	22
4.2.2 <i>Current Stakeholder Engagement</i> .....	23
4.2.3 <i>Information Disclosure</i> .....	23
4.3 COMMUNICATION PLAN .....	24
<b>5 GRIEVANCE REDRESS MECHANISM (GRM) .....</b>	<b>26</b>
5.1 INTRODUCTION .....	26
5.2 LOCAL GOVERNMENT STRUCTURES IN SOUTH SUDAN .....	26
5.2.1 <i>Community Based Grievance Redress Mechanism</i> .....	28
5.2.2 <i>Formal GRM</i> .....	30
5.3 THIRD LEVEL: GBV-SEAH .....	31
5.4 FOURTH LEVEL: IFAD ACCOUNTABILITY AND COMPLAINTS PROCEDURE .....	31
5.5 MANAGING GRM .....	32
5.6 PUBLIC AWARENESS OF THE GRM .....	32
5.7 CAPACITY BUILDING AND MONITORING .....	32
<b>6 SEP RESOURCES AND RESPONSIBILITIES.....</b>	<b>33</b>
6.1 RESPONSIBILITIES.....	33
6.2 TRAINING.....	34
6.3 MONITORING AND REPORTING .....	34

<b>7</b>	<b>LABOUR MANAGEMENT PLAN.....</b>	<b>37</b>
7.1	OVERVIEW OF THE LMP .....	37
7.2	INTRODUCTION .....	39
7.3	TYPES OF WORKERS FOR SADEP .....	40
7.4	PROJECT ACTIVITIES.....	41
7.5	LABOUR RISK IDENTIFICATION AND ANALYSIS .....	41
7.6	CODE OF CONDUCT.....	43
7.7	INSTITUTIONAL ARRANGEMENTS FOR THE LMP .....	43
ANNEX 1:	WORKERS’ CODE OF CONDUCT.....	45

## List of Abbreviations and Acronyms

CBOs	Community Based Organisations
EIA	Environmental Impact Assessment
EMCA	Environmental Management and Coordination Act
ESCMF	Environmental, Social and Climate Management Framework
ESCMP	Environmental, Social and Climate Management Plan
ESIAs	Environmental and Social Impact Assessment
GBV	Gender Based Violence
GEF	Global Environment Facility
GRM	Grievance Redress Mechanism
I&APs	Interested & Affected Parties
IFAD	International Fund for Agricultural Development
IPMP	Integrated Pest Management Plan
MAFS	Ministry of Agriculture and Food Security
NGOs	Non-Governmental Organisations
NRM	Natural Resources Management
PAPs	Project Affected Parties/People
PMU	Programme Management Unit
PWD	People with Disabilities
SEAH	Sexual Exploitation, Abuse and Harassment
SECAP	Social, Environment and Climate Assessment Procedures
SEP	Stakeholder Engagement Plan

## 1 Introduction

The Government of South Sudan (GoSS) and the International Fund for Agricultural Development (IFAD) are currently designing the Sustainable Agricultural Development Project (SADEP). The project has been screened based on SECAP 2021 and has been categorized as Moderate for its environmental and social risks and Substantial for its climate risks. These categorizations triggered the development of ESCMP, Targeted Adaptation Assessment, and other assessments such as the Stakeholder Management Plan, Labour Management Plan and Grievance Redress Mechanisms. Given SADEP is co-financed by the financing from the 8<sup>th</sup> replenishment of the Global Environment Facility (GEF-8), a decision was made to prepare ESCMF instead of ESCMP.

### 1.1 Goal and Development Objective

The Goal of the SADEP is to contribute to enduring development and peace by improving food and nutrition security and reducing poverty among women, youth, and rural communities. The development objective is to contribute to enhanced resilience, food and nutrition security and reduced poverty among men women youth and rural communities in South Sudan.

### 1.2 Expected Results

Major results expected to be achieved by SADEP are:

- (i) Increased production and productivity of selected value chains through adoption of affordable climate smart agriculture and nutrition-sensitive production technologies
- (ii) Improved incomes and resilience through value-chain and enterprise development and access to financial services and
- (iii) Strengthened institutional, policy and technical capacities.

Global Environment Facility (GEF) will co-finance the project, with a focus on promoting climate adaptive and environmentally sound investment and practices throughout the value chain. This includes, resilient production methods, solar-based preservation, and processing, climate smart market and irrigation infrastructure, capacity building on climate adaptive practices and biodiversity conservation, strengthening early warning systems and enabling policy initiatives, market linkages and value addition. The project aims to achieve these results through the following three components:

### 1.3 Components

**Component 1: Enhanced climate-adaptive production for selected value chains.** The objective of the component is to increase production and productivity of targeted value chains through resilient infrastructures, technologies, and practices.

#### **Subcomponent 1.1: Enhanced climate-smart production systems.**

This subcomponent will target rural producers involved in farming and fishing, aiming to; (i) promote adoption of climate smart nutrition sensitive agriculture and fisheries technologies and practices; (ii) strengthen extension services to provide production, market advisory, nutrition education and early warning systems.

**Subcomponent 1.2: Improved rural infrastructures.** The sub component supports enabling infrastructure for the targeted value chains, in particular;(i) climate-smart production infrastructures (small scale irrigation, water conservation structures etc.); (ii) processing and preservation infrastructure and facilities to increase value and reduce post-harvest losses (e.g. ice production and drying facilities for fish value chain); (iii) market infrastructure (aggregation markets, and storage facilities etc.); and (iv) last-mile feeder roads linking production zones. All infrastructure will be based on sound feasibility and maintenance plans, including prospects for public private partnerships, to ensure the investments can be managed, operated, and maintained sustainably.

**Component 2: Strengthened value chain development with a focus on women and youth economic opportunities.** Complementing Component 1, the objective of this component is to increase incomes with a gender and youth lens through enhanced market access, strengthened producer organizations, private sector engagement and entrepreneurship development.

**Sub-component 2.1: Strengthened Producer Organizations and MSMEs.** This subcomponent will provide a range of support to enhance the functioning of Producer Organisations and MSMEs to deliver enhanced services to smallholder producers, with particular attention to women and youth inclusion. Support will include institutional development, technical capacity on value addition, post-harvest handling, marketing and food safety, leadership, and business development. MSMEs and POs will be selected based on their potential for positive impacts on smallholder farmers supported under Component

**Sub-component 2.2: Enhanced access to finance and markets.** This subcomponent will (i) establish and strengthen farmers' business school (FBS) to build capacity on to smallholder farmers on market dynamics, negotiation skills, value addition and quality standards and financial literacy, (ii) enhance entrepreneurship skills to small enterprises through targeted training on financial and business management inclusive of women and youth; (iii) enhance access to rural financial services through development of VSLA - Village Saving Loan Association, and linkages to MFI, banks and NBFIs for investments in value chains; and (iv) create market linkages through public-private-producer partnerships (4P), constructed based on their potential to catalyse transformational and inclusive change in the two selected value chains.

**Component 3: Institutional and Policy Strengthened, Project Coordination and Management.**

**Sub-component 3.1: Institutional and policy strengthening.** This will include (i) regulatory support for certification of products, in particular standards and quality of products; and (ii) provide policy and governance support to Government to formulate and implement policies and reforms promoting sustainable fisheries systems, youth empowerment/entrepreneurship, extension/advisory services, climate adaptation and public-private- producer partnership in agriculture.

**Sub-component 3.2: Project Coordination, Monitoring and Evaluation and Knowledge Management.** This will include (i) strengthening of the SPCU in the Ministry of Agriculture and Food Security (MAFS) through specific technical assistance in relevant technical thematic areas, such on climate adaptation and market linkages in close collaboration with the relevant ministries; (ii) strength coordination between the SPCU and State Ministry of Agriculture in the project areas of operation; (iii) establishing the Project Management Team (PMT) at national and at state-levels and support their collaboration and coordination processes; and (iv) project monitoring, evaluation, and knowledge management including building and strengthening capacity of relevant stakeholders through evidence-based policies, and supporting a platform and networks to support community adaptation learning processes. The component will support South to South Technical Cooperation (SSTC) for learning exchanges especially with countries in the East African region.

## **1.4 Sustainability Strategy**

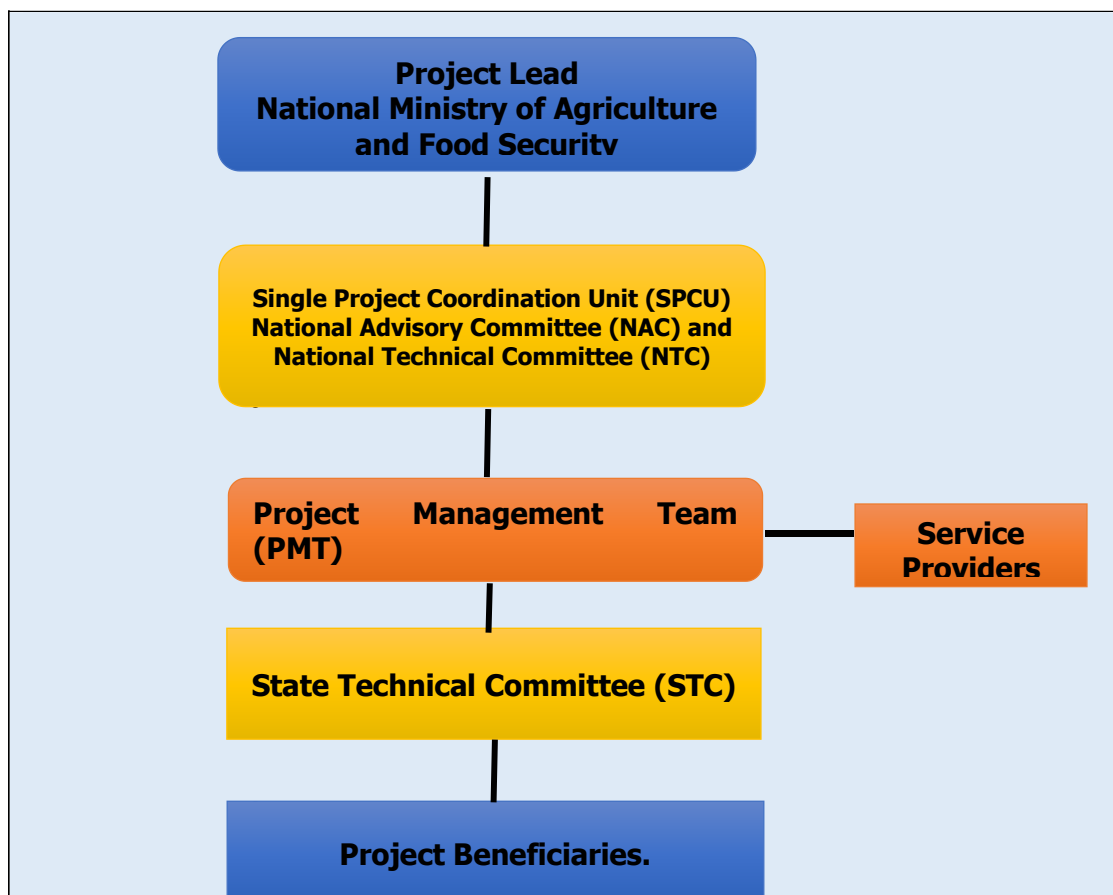
The project employs a range of interlinked strategies to ensure it achieves sustainable impacts for beneficiaries. First, ownership will be enhanced through participatory design process actively involving the National Project Delivery Team from the Government, and through a consultative process involving relevant stakeholders, thus ensuring strong buy-in. To achieve sustainable productivity impacts, the project will build technical capacities and develop sustainable models for maintenance and management of infrastructure and equipment to ensure sustainable marketing benefits nurturing long-term partnerships between businesses and producer groups in growing value chains will create market incentives for future self-sustaining trading relationships.

## **1.5 Organisational set-up**

SADEP will be implemented by MAFS and will provide oversight and support through the Single Project Coordinating Unit (SPCU) and other support committees. Building on lessons learnt and ongoing developments in the country, SADEP will be implemented through tailored implementation arrangements with the involvement of competitively recruited third-party Implementing Agencies (IAs) that will be responsible for implementation of

technical interventions, through sub-agreements with competitively recruited service providers under oversight of MAFS SPCU.

A National Advisory Committee (NAC) will be established to provide strategic operational guidance on a quarterly and annual basis, and additional special meetings for approval of project documents, and approves the AWPBs and progress reports before they are submitted to IFAD for 'No Objection'. A National Technical Committee (NTC) will also be part of the governance structure, providing technical guidance of the project. During the design modalities for inclusion of representatives from the Ministry of Environment and Forestry and Forestry, and Ministry of Animal Resources and Fisheries to the different governance structures will be elaborated. A State Technical Committee (STC) will be established in



each of the project intervention areas, in line with the country's institutional development policies. The STC will ensure oversight, coordination, and timely and quality implementation of activities, engage with relevant state-level ministry staff and County Agricultural Departments and other partners for the effective implementation and coordination of activities, build partnerships, and provide comprehensive inputs to the AWPBs.

A review of IFAD's previous interventions in South Sudan identified the following lessons that should be addressed during SADEP design and/or its implementation:



- a. The weak governance systems with risks of fraud and corruption, limited institutional capacities, limited availability of rural service providers and poor coordination mechanisms. Therefore, development partners have been outsourcing project implementation to third party implementing agencies (IA); however, whilst reducing delivery risks, this arrangement limits opportunities to build Government capacity, thus compromising the sustainability of project achievements.
- b. High recurrent costs due to high staff salaries and outsourcing of implementation of technical activities to third party implementing partners.
- c. Limited technical and managerial capacity of project implementation staff and service providers affecting project performance and therefore the need to prioritize capacity development at all levels.
- d. Long delay for project entry into force and start-up of its activities.
- e. To address environmental, social, and climate risks, key management strategies include linking procurement to SECAP risks and devising mitigation measures, gender-inclusive targeting, an Environmental, Social, and Climate Management Framework/Plan (ESCMF/P), and a comprehensive risk management strategy are critical. Considering the substantial climate risk, a targeted adaptation assessment is also crucial for identifying specific vulnerabilities to climate change within a community or ecosystem and determining the most effective adaptation measures. These strategies are crucial for project design since they guide the development of the Project Implementation Manual and ensure sustainable and inclusive outcomes.

## **2 Rationale for Stakeholder Engagement**

The implementation of the SADEP Programme will involve a wide range of stakeholder groups comprising various departments at national level, state, county, payam/boma, local institutions, service providers, NGOs, private sector, Community Based Organisations (CBOs), Implementing Agencies and communities/beneficiaries at large. Each stakeholder has their role and responsibility at different stages within the Project hence the need for an effective Stakeholder Engagement Plan (SEP).

This SEP was developed as part of the Environmental, Social and Climate Management Framework (ESCMF) for SADEP, hereinafter referred to as "The Project". The Implementing Agency of the Project, the Ministry of Agriculture and Food Security (MAFS) through the SADEP Project Management Unit (PMU), has the responsibility to effectively engage stakeholders in achieving the Project objectives.

The SEP is designed to ensure effective engagement with local communities and other key stakeholders throughout the Project life cycle. This SEP supports sub-project conceptualization, feasibility studies, planning and impact assessment processes, implementation, and operational and maintenance phases of the SADEP.

The scope of this SEP is proportionate to the nature and scale of the Project and its potential risks and impacts. **The Plan is a flexible document and can be updated, if need be, to include new stakeholders and/or to change engagement mechanisms depending on the prevailing context.** The SEP aims to improve and facilitate decision making and create an atmosphere of understanding that actively involves Programme-affected people and other stakeholders in a timely manner. It also aims to provide the stakeholders, sufficient opportunity to voice their opinions and concerns that may influence Programme decisions.

Stakeholder engagement in Plan implementation will start with inception workshops to kick off the Project. **Firstly**, a national level inception workshop, led by the MAFS will present the Project to national level stakeholders to confirm a shared understanding of Programme objectives, go through the Project theory of change and implementation plan, discuss and agree on roles and responsibilities, get stakeholder feedback and recommendations for Programme implementation and introduce the Project support team to stakeholders. The inception workshop will also provide a detailed overview of IFAD Environmental, social and climate standards, requirements and procedures including the Grievance Redress Mechanism.

**Secondly**, County level inception workshops will be held with relevant stakeholders to kick start and support implementation at local level. In addition, informal stakeholder engagement will also take place as and when necessary. The Project will have regular review and learning events to support adaptive management and learning across the responsible partners and the sub-projects. This will support the Project in drawing on and promoting best practice across the ten counties. The regular monitoring, learning and review events will also allow stakeholders to raise issues of concern and grievances to be addressed on time.

## 2.1 Policy Framework for Stakeholder Engagement

The South Sudan Access to Information Act No. 65 of 2013 states that every citizen shall have the right of access to information. It focuses on the right to access information held by public bodies in South Sudan. The purpose of the Act is to give effect to the constitutional right of access to information, promote maximum disclosure of information in the public interest and establish effective mechanisms to secure that right. The Environment Policy of South Sudan, of 2016, provides guidelines for a wide range of responses to environmental management. These include the promotion of effective, widespread, and public participation in the conservation and management of the environment.

GEF policy on Stakeholder Engagement and Guidelines sets out stakeholder engagement as an integral part of a project's environmental and social assessment and project design and implementation. It encourages stakeholder feedback, particularly as a way of informing project design and Stakeholder Engagement in the identification and mitigation of Environmental and Social Risks and Impacts. Consultations with stakeholders must be meaningful and based on stakeholder identification and analysis, plans on how to engage stakeholders, disclosure of information, actual consultations, as well as responses to stakeholder grievances and reporting back to stakeholders.

IFAD policy on stakeholder engagement requires the borrower to establish procedures for external/internal communications on environmental and social matters proportionate to the risks and impacts of the projects or subprojects, and their overall risk profile in line with their public disclosure policies and proprietary rights. In addition, several IFAD policies and the Social, Environmental and Climate Assessment Procedures (SECAP) require that free, prior and informed consent (FPIC) be sought during the design and implementation of the projects it funds. FPIC empowers local communities to give or withhold their consent to proposed projects that may affect their rights, access to land and resources, and livelihoods. FPIC also ensures that beneficiaries and institutions endorsed by communities participate in project-related decision making. **Refer to Annex 5 of the ESCMF for a detailed FPIC for the SADEP.**

## 2.2 Objectives of the SEP

The SEP seeks to define a technically and culturally appropriate approach to consultation, decision making and disclosure. The Key objectives of the SEP are to:

- Provide guidance for stakeholder engagement such that it meets the standards of International Best Practice,
- Identify key stakeholders that are affected, and/or able to influence the Project and its sub-activities,
- Identify the most effective methods, timing, and structures through which to share Programme information, and to ensure regular, accessible, transparent, and appropriate consultation,
- Develop a stakeholders' engagement process that provides stakeholders with sufficient opportunity to voice their opinions and concerns and be able to influence the Project,
- Establish formal grievance redress mechanisms disclosure,
- Define roles and responsibilities for the implementation of the SEP,
- Define reporting and monitoring measures to ensure the effectiveness of the SEP and periodical reviews of the SEP based on findings.

## 2.3 Benefits of SEP

The SEP provides a framework for achieving effective stakeholder involvement and promoting greater awareness and understanding of issues so that the Project is carried out effectively within budget and on-time to the satisfaction of all concerned. Effective stakeholder engagement develops a "social licence" to operate and depends on mutual trust, respect and transparent communication between IA, PMU and all stakeholders. It thereby improves its decision-making and performance by:

- Managing costs: Effective engagement can help the Project avoid costs, in terms of money and reputation,
- Managing risk: Engagement helps the Project and communities to identify, prevent, and mitigate environmental and social impacts that can threaten Programme viability,
- Enhancing reputation: By publicly recognising human rights and committing to environmental protection, institutions (like IFAD) involved in financing the Project can boost their credibility and minimise risks,
- Avoiding conflict: Understanding current and potential issues such as land rights and proposed Programme activities,

- Improving corporate policy: Obtaining perceptions about a Programme, which can act as a catalyst for changes and improvements in MAFS, Counties and PMU corporate practices and policies,
- Identifying, monitoring, and reporting on impacts: Understanding a Programme's impact on stakeholders, evaluating, and reporting back on mechanisms to address these impacts, and
- Managing stakeholder expectations: Consultation also provides the opportunity for the Project to become aware of and manage stakeholder attitudes and expectations.

The SEP shall be informed by a set of principles defining its core values underpinning interactions with identified stakeholders. Common principles based on International Best Practice include the following:

- *Commitment* is demonstrated when the need to understand, engage and identify the community is recognised and acted upon early in the process,
- *Integrity* occurs when engagement is conducted in a manner that fosters mutual respect and trust,
- *Respect* is created when the rights, cultural beliefs, values and interests of stakeholders and affected communities are recognized,
- *Transparency* is demonstrated when community concerns are responded to in a timely, open, and effective manner,
- *Inclusiveness* is achieved when broad participation is encouraged and supported by appropriate participation opportunities, and
- *Trust* is achieved through open and meaningful dialogue that respects and upholds a community's beliefs, values, and opinions.

The key elements of the SEP are:

- a) Stakeholder identification and analysis
- b) Stakeholder Engagement Program
- c) Grievance Redress Mechanism
- d) Monitoring and Reporting

### **3 Stakeholders Identification and Analysis**

#### **3.1 Identifying Stakeholders**

To develop an effective SEP, it is necessary to determine who the stakeholders are and understand their needs and expectations for engagement, and their priorities and objectives in relation to the SADEP Programme. This information is then used to tailor engagement mechanism for each type of stakeholder. As part of this process, it is particularly important to identify individuals and groups who may find it more difficult to participate and those who may be differentially or disproportionately affected by the Project because of their marginalised or vulnerable status.

#### **3.2 Preliminary Stakeholder Identification**

Stakeholders for the purpose of this Programme have been identified (refer to Table 1) and will continue to be identified on a continuous basis by identifying

those people and institutions that have an interest in the successful planning and execution of the SADEP Programme including *special interest groups*. These include:

- Programme Implementing Agencies (funding agencies, executing agencies (Counties), partners etc.)
- Directly and/or indirectly Programme-affected parties (PAPs) and
- Interested parties (Environmental protection authority, Social and labour regulatory authorities, Contractors, Media, Civil Society etc)

The *affected group* comprises of community members/farmers, CBOs among others who will benefit from the services offered by the Project. A subset of this category are the vulnerable groups which are the Indigenous People (IP), People with Disabilities (PWD), women and youths. A significant factor in achieving inclusiveness of the engagement process is safeguarding the participation of vulnerable individuals in public consultations and other engagement forums established by the Project. Vulnerable groups are persons who may be disproportionately impacted or further disadvantaged by the Project as compared with any other groups due to their vulnerable status, and that may require special engagement efforts to ensure their equal representation in the consultation and inclusive participation in the program. Attention needs to be given to differences within the segments of the same categories e.g. how female youths are affected more than male youths. Particular attention should be given to the inclusion of the most vulnerable groups of communities such as PWDs, HIV/AIDS, IPs and etc in consultation and their needs are well reflected and considered under the project services.

Engagement is directly proportional to impact and influence, and as the extent of impact of a Programme on a stakeholder group increases, or the extent of influence of a particular stakeholder on a Programme increases, engagement with that stakeholder group should intensify and deepen in terms of the frequency and the intensity of the engagement method used.

### 3.3 Project Affected (Primary Stakeholders)

These are individuals, groups or local communities that may be affected by the project, positively or negatively and directly or indirectly especially those who are directly affected, including those who are disadvantaged or vulnerable. The primary stakeholders identified for this project include:

1. Poor and vulnerable individuals, including host communities and refugees
2. Poor communities in rural areas
3. Community leaders and members of poor communities
4. Boma and Payam Development Committees

Stakeholder	Critical Factors to consider	Special Needs
Women and girls	Although women play a critical role in the maintenance of household livelihoods and provision of labor in agriculture, they generally have less access to productive resources, services and employment opportunities. Women and girls in South Sudan suffer from significant discrimination, including in	Work through female community representatives in the affected communities, to identify suitable venues and timing for dedicated consultations and support for childcare.

	education, economic empowerment and public participation, and are subject to widespread GBV, including domestic violence, gang rape and other abuses. They are typically left out of decision-making that do not account for their unique needs and capacities. This produces a ripple effect on labor or economic opportunities and educational opportunities. The risk of sexual violence negatively affects women's ability to access income and resources.	Provide safe spaces to discuss GBV-SEA and provide information on Grievance Redress Mechanism (GRM) and relevant referral pathways.
Widows and female-headed households	Given that more men die in the protracted conflict in South Sudan, a continuous increase in widows and female-headed households is taking place. This has resulted in changes of the intra-household roles. Widows in particular are often most marginalized and vulnerable in host communities as well as among the Internally Displaced People (IDP) and returnee populations. Moreover, they are further marginalized as have limited access to resources and services, their time burden for engaging in economic activities that combined with family feeding, caring, and overall family well-being.	Provide special attention to ensure female-headed household and widows are invited to the meetings, ensuring their active participation in consultations, their voice and needs are heard and adequately reflected.
IDPs those who are persons with disabilities, from ethnic/other minorities, and women	Due to the internal conflict in the country, many people fled their home areas to more stable areas within the country for security reasons and would likely return to their places of origin as soon as stability and security is restored. Demand for basic services would increase. Among IDPs are persons who have suffered disabilities because of the conflict. IDPs and refugees are likely to encounter challenges in adapting to new livelihoods.	They will be kept informed about meetings and consultations via other community members in the area, and potentially through radio and social media. Meetings will only be held during daytime in view of security concerns.
Returnees	Returning people going back to their places of origin are also more likely to encounter competition in accessing basic resources like shelter and water, hindering their ability to participate in development activities.	Utilise PDCs and BDCs and other local community representatives to identify and mobilise minority groups to participate in meetings and consultations.
Youth	Being the largest demographic in South Sudan and facing significant vulnerability owing to the country's context, the effects of crisis and shocks disproportionately impact the youth. Approximately 30 percent of them also do not have access to education or economic activities, negatively affecting their capacity to contribute towards development. This calls for their targeted inclusion and involvement in the project activities through consultations and information disclosures.	Targeted consultation to enable meaningful participation in the project implementation. Specially ensuring needs of young women and men have been considered during the consultation and their voices are heard.
Orphans and child Headed Households	Many orphans are forced to become responsible for themselves and their siblings after the separation or death of their parents/guardians. Lack of specific attention to these children and child-headed households	Work through local community leadership and authorities to identify these children and provide suitable venues and timing

	exposes children to illness, rape and forced recruitment into slavery or armed groups.	for dedicated consultations. Provide safe spaces to discuss their needs.
People living with HIV/AIDS,	These groups are marginalized and struggle to access basic services, while suffering discrimination that hinders their participation in social, political and economic life.	Utilise PDCs, BDCs, other local community representatives and health workers to identify and mobilise them to participate in meetings and consultations with discretion.
Ethnic Minority Groups	Some of these groups have suffered historic discrimination and economic and political marginalization and also more recently, the brunt of the conflict. They will need special attention.	Utilise Payam Development Committees (PDCs) and Boma Development Committees (BDCs) and other local community representatives to identify and mobilise minority groups to participate in meetings and consultations. Also provide local language interpreters to ensure understanding and ability to give feedback during engagement.
Potential Community Workers	Within the communities, some individuals with some level of education exist, but not enough to take up jobs in the cities. Therefore, they are important resources that could be used. The project will need to sensitively manage expectations among affected communities in relation to the actual numbers of persons who can be hired to work for the project.	
Host communities	Often tension is reported between IDPs, refugees and their host communities. In the thirteen respective counties there are several locations where IDPs meet host communities. It is therefore important to also attend to the needs of host communities.	
Refugee Community	Since the outbreak of conflict in Sudan's South Kordofanian and Blue Nile states in 2011, an estimated 200,000 Sudanese have become refugees in South Sudan, with most of them staying in Pariang and Maban Counties in Unity State and Upper Nile state and would likely return to their places of origin as soon as stability and security is restored. The demand for basic services and inclusion in development continues to increase in these areas. Among refugees are persons who have suffered disabilities because of the conflict.	Work through the RRC, UNOCHA and other NGOs that are providing humanitarian assistance in the refugee camps to mobilise the communities and identify those most in need and are not already receiving support from other aid agencies.
PWD and their caregivers	There are significant number of persons with disabilities, including those injured during conflict. Women with disabilities experience higher levels of physical, psychological and sexual violence. Elders with disabilities face	All venues for consultations, workshops and meetings should be selected with a view to facilitate physical access for PWD. Where

	greater challenges due to less access to food, wash facilities and other support.	necessary avail sign-language interpreters.
--	---	---

### 3.4 Interested Parties (Secondary stakeholders)

These are broader stakeholders who may be able to influence the outcome of the project because of their mandate, relationship and knowledge about the affected communities or political influence. Secondary stakeholders for the project include:

Ministry of Agriculture and Food Security (MAFS)  
 Ministry of Animal resources and Fisheries (MoARF)  
 Ministry of Finance and Planning (MoFP)  
 Ministry of Environment and Forestry (MoEF)  
 Ministry of Gender and Social Welfare (MGSW)  
 Ministry of Labor (MoL)  
 Ministry of Health (MoH)  
 Ministry of Roads and Bridges (MoRB)  
 South Sudan Relief and Rehabilitation Commission (RRC)  
 UN Agencies (IFAD, FAO, WFP, UNDP, UNOPS, UNOCHA, UNMISS, UNDSS)  
 Civil Society Organizations (CSOs)  
 Non-Governmental Organisations (NGOs)

Stakeholder Group	Area of Interest
Ministry of Finance and Planning (MoFP)	Borrower and loan management
Ministry of Agriculture and Food Security (MAFS)	Project Manager. The Ministry will receive technical assistance and capacity building support in various areas related to the core Project activities. Staff at County level will also have responsibility for extension service delivery to beneficiary communities.
Ministry of Environment and Forestry (MoEF)	Lead Agency responsible for environmental and climate management. Oversee overall implementation of the GEF-8 financing project Project Steering and Technical Committee member
Line Government ministries, UN agencies, and other development partners	All organizations working in project locations are stakeholders and close coordination would add value e.g. security, GBV referral service providers, (UNDSS, UNOCHA, etc) and others.
International NGOs, local and national CBOs and NGOs operating in the health, education, livelihood sectors	With most having invaluable experience in the successful delivery of a wide range of humanitarian services, their networks, delivery systems and knowledge of intricate community dynamics will need to be tapped for use by the project.
South Sudan Relief and Rehabilitation Commission (RRC)	The RRC is an independent entity established through the RRC Act, 2016. It is responsible for coordinating, monitoring and evaluating humanitarian programmes undertaken by Non-Governmental Organizations in South Sudan. RRC also facilitates partnership and coordination between NGOs and the government.
Suppliers of goods and services in target locations	Local business operators (mainly those supplying basic necessities such as food) in the target locations would be interested in the business opportunities that will result from increased income among the beneficiary communities. New



	businesses are also likely to be set up by some of the beneficiaries through their income from the project.
FAO, UNDP, WFP	Collaboration in the implementation of climate information system
IFAD and GEF	Funding Agencies
African Development Bank	Parallel co-financing

The above lists are not exhaustive. As the Project gets underway, the PMU should develop a detailed list, identifying emerging and all possible stakeholders, their specific information needs and the appropriate models of engagement as well as feedback mechanisms. The consultation process shall ensure that all those identified as stakeholders are conferred with. Active engagement of all stakeholders will facilitate a common understanding of the specific opportunities and constraints which can be the foundation for deeper harmonization and coordination of the various support services.

### 3.5 Stakeholder Analysis

Once stakeholders are identified by directly and/or indirectly Programme-affected parties, interested parties, and those who have the potential to influence Programme outcomes, the next step will be to assess the level of stakeholder interest and support for the Project. The assessment shall be geared towards identifying:

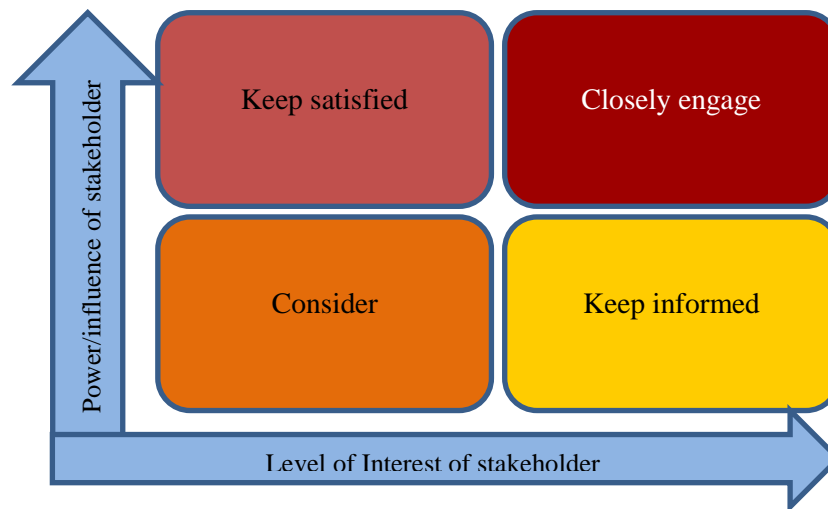
- stakeholders' interests,
- areas of potential risks and misunderstandings,
- mechanisms to positively influence other stakeholders,
- key people to be informed about the Project during the preparation and implementation phases and,
- negatively impacted stakeholders as well as their adverse effects on the Project.

The PMU through its Implementation Partners shall continuously classify stakeholders based on:

- their power to influence and their interest on the Project,
- the legitimacy of each stakeholder's relationship with the Project, and
- the urgency of the stakeholder's claim on the Project activities, potential risks, and impacts.

Based on this analysis, the communication strategy, and the coordination mechanism to be developed by the PMU shall incorporate strategies to engage the 'High Interest and High Influence stakeholders' and the 'high Interest and Low Influence' stakeholders.

**High interest and high influence stakeholders:** The plan should be to fully engage this group and apply all effort to ensure that they are satisfied and fully always informed of the Project. This can be done by focusing efforts on these groups of stakeholders throughout the Project cycle, giving them the importance, they deserve, involving them in Programme governance decision making bodies and engaging them and consulting them regularly as well as providing timeous feedback. The engagement plan targeting these stakeholders shall be incorporated into the Project annual work plan.



**Figure 1:** Basic Stakeholder Influence/Interest Chart.

(Source: <https://www.boreal-is.com/data/uploads/2020/07/A-step-by-step-guide-to-building-a-stakeholder-engagement-plan>)

**High interest and medium/low influence stakeholders:** The high interest and low influence stakeholders should be kept informed, ensuring that no major issues arise because of the Project. The Project will maintain this group's interest in the Project, involving them in the implementation arrangements, tapping into their interest and keep them in the loop.

The objective of the engagement and consultation plan under the SADEP Programme is to:

- Begin early in the Project planning process to gather initial views on the Project proposal and inform Programme design
- Encourage stakeholder feedback, particularly as a way of informing Programme design and engagement by stakeholders in the identification and mitigation of environmental and social risks and impacts
- Ensure that stakeholders understand how the Project is likely to affect them
- Ensure consistency in messaging
- Continue engagement on an ongoing basis as risks and impacts arise and manage stakeholders' expectations
- Ensure prior disclosure and dissemination of relevant, transparent, objective, meaningful and easily accessible information in a timeframe that enables meaningful consultations with stakeholders in a culturally appropriate format, in relevant local language(s) and is understandable to stakeholders
- Consider and respond to feedback
- Support active and inclusive engagement with Programme-affected parties
- Ensure that consultation(s) is/ are free of external manipulation, interference, coercion, discrimination, and intimidation; and
- Ensure consultation(s) is/are documented and disclosed by the Project

## 4 Stakeholder Engagement Considerations

The following considerations should be made when planning for stakeholder engagement:

**Resourcing Stakeholder Engagement:** Stakeholder engagement requires resources as it takes time to develop and build trust-based relationships with stakeholders. Relationships with stakeholders should develop and grow, and that these relationships should be sustained. Additional stakeholders might be identified that also want to be engaged. Some stakeholders will need to be educated about the concept of engagement itself, as well as on the complex issues requiring specialised and technical knowledge. These demands can increase the cost of consultation required to meet external expectations.

**Managing expectations:** Stakeholders can have unrealistically high expectations of benefits that may accrue to them from the Project and as such the engagement information must be clear on what they can and cannot do, establishing a clear understanding of their roles and responsibilities. The engagement processes should provide PMU with an opportunity to develop relationships with stakeholders and potential Programme partners.

**Securing stakeholder participation:** Cultural norms and values can prevent stakeholders from freely participating in meetings. Often there are conflicting demands within a community, and it can be challenging for the Project to identify stakeholders who are representative of common interests. There may be a need to employ local officers who are sensitive to local power dynamics e.g. an individual from the Indigenous Peoples groups who is working in the county or attached to the PMU.

**Consultation fatigue:** Stakeholders can easily tire of consultation processes especially when promises are unfulfilled, and their opinions and concerns are not taken into consideration. Often stakeholders feel their lives are not improving because of the Project and this can lead to consultation meetings being used as an area to voice complaints and grievances about the lack of development. Implementing Partners must not make promises to stakeholders; expectations should be managed through dissemination of accurate information. Opinions for stakeholders should be treated as feedback to the Project and other Programme partners and specialists.

### 4.1 Planning for Stakeholder Engagement

Prior to the commencement of stakeholder's engagement activities, meetings shall be scheduled with relevant traditional authorities, community representatives, political leaders in the counties, ministries and departments, media, and other Interested & Affected Parties (I&APs). The purpose of these meetings shall be to refine stakeholder's engagement strategy to meet the requirements of I&APs and ensure that future communication is effective and cognizant of all social sensitivities.

The PMU will establish an operational plan in line with proposed Programme activities to ensure the participation and engagement of the stakeholders, ensuring that each group gets involved as defined and receive the agreed

information. The plan must ensure a balance in the involvement and benefits between different gender segments and the participation of vulnerable groups, ensuring that the Project's objectives are met in terms of contributing towards wealth creation, and improve food and nutrition security among the rural population. Regular meetings will be scheduled with the representatives of the groups of actors involved in the Project, for the revision of the plan, activity progress and necessary adjustments according to probable changes in the initial context during the execution of the Project.

#### 4.1.1 Stakeholder Consultation Techniques/Methods

There are a variety of engagement techniques used to build relationships with stakeholders, gather information from stakeholders, consult with stakeholders, and disseminate Programme information to stakeholders. For the engagement process to be effective and meaningful, a range of techniques need to be applied that are specifically tailored to the identified stakeholder groups. The format of every engagement activity should meet general requirements on accessibility, i.e., should be held at venues that are easily reachable and do not require long commute, entrance fee or preliminary access authorization, cultural appropriateness (i.e., with due respect to the local customs and norms), and inclusivity, i.e., engaging all segments of the Project affected parties including the vulnerable individuals. If necessary, logistical assistance should be provided to enable participants from the remote areas, persons with limited physical abilities and those with insufficient financial or transportation means to attend public meetings scheduled by the Project. Particular attention will be given to the vulnerable groups to ensure that they are not denied Programme benefits.

In general, public consultations will take place through workshops, seminars, meetings, radio programs, request for written proposals/comments, questionnaire administration, public reading and explanation of Programme ideas and requirements. In the event of an emergency (e.g., floods or disease outbreak) however, there need to be a paradigm shift as to how engagement processes are carried out to minimize risk of infection and spread of the disease. There is need to do a cost-benefit analysis and strike a balance between virtually based communication channels and those that need physical interaction. The techniques mostly used in SEP are outlined in table below:

**Table 3: Stakeholder Consultation Techniques**

ENGAGEMENT TECHNIQUE	APPROPRIATE APPLICATION OF THE TECHNIQUES
PMU - Internal	<ul style="list-style-type: none"> <li>• Emails</li> <li>• Progress Meetings</li> <li>• Bulletin board</li> <li>• Grievance procedure</li> <li>• Code of conduct</li> </ul>
Official correspondences (Phone, Emails)	<ul style="list-style-type: none"> <li>• Distribute information to co-Implementing partners (at national, county and extension level), other Government departments, NGOs, Local Government, private sector, and organisations/agencies</li> <li>• Invite stakeholders to meetings and follow-up</li> </ul>

Multi-stakeholder meetings and/or Workshops	<ul style="list-style-type: none"> <li>• Present Programme information to a group of stakeholders</li> <li>• Allow a group of stakeholders to provide their views and opinions</li> <li>• Use participatory exercises to facilitate group discussions, brainstorm issues, analyse information, and develop recommendations and strategies</li> <li>• Record responses</li> </ul>
Social media (WhatsApp, SMS, Face book, Twitter, Zoom, Microsoft Meetings Google classes etc	<ul style="list-style-type: none"> <li>• Share information with beneficiaries</li> <li>• Distribute information to Co-Implementing partners</li> <li>• Invite stakeholders to meetings and follow-up</li> <li>• Online Meetings with stakeholders</li> <li>• Online Workshops with stakeholders</li> </ul>
Programme website	<ul style="list-style-type: none"> <li>• Present Programme information and progress updates</li> <li>• Disclose ESCMP, ESIA's, SEP, GRM, LMP and other relevant Programme documentation</li> </ul>
One-on-one physical meetings	<ul style="list-style-type: none"> <li>• Seeking views and opinions</li> <li>• Enable stakeholder to speak freely about sensitive issues</li> <li>• Build personal relationships</li> <li>• Record meetings</li> </ul>
Formal physical meetings	<ul style="list-style-type: none"> <li>• Present the Project information to a group of stakeholders</li> <li>• Allow group to comment – opinions and views</li> <li>• Build impersonal relation with high level stakeholders</li> <li>• Disseminate technical information</li> <li>• Record discussions</li> </ul>
Public consultation meetings (Barazas)	<ul style="list-style-type: none"> <li>• Present Programme information to a large group of stakeholders, especially communities</li> <li>• Allow the group to provide their views and opinions</li> <li>• Build relationship with the communities, especially those impacted</li> <li>• Distribute non-technical information</li> <li>• Facilitate meetings with presentations, PowerPoint, posters etc.</li> <li>• Record discussions, comments, questions.</li> </ul>
Focus group meetings	<ul style="list-style-type: none"> <li>• Present Programme information to a group of stakeholders (8-15 people groups)</li> <li>• Allow stakeholders to provide their views on targeted baseline information</li> <li>• Build relationships with communities</li> <li>• Record responses</li> </ul>
Programme leaflets	<ul style="list-style-type: none"> <li>• Brief Programme information to provide regular update</li> <li>• Site specific Programme information.</li> </ul>

Surveys	<ul style="list-style-type: none"> <li>• Gathering opinions and views from individual stakeholders</li> <li>• Gather baseline data</li> <li>• Record data</li> <li>• Develop a baseline database for monitoring impacts</li> </ul>

## 4.2 Engagement Activities and Information Disclosure

### 4.2.1 Stakeholders Engagement Stages and Activities

**Table 1: Stakeholder Engagement stages**

STAGE	OBJECTIVES	KEY ACTIVITIES	TARGET STAKEHOLDERS
Preliminary Engagements	<ul style="list-style-type: none"> <li>• To gain a preliminary understanding of the scope of the SADEP Programme and relevant stakeholders;</li> </ul>	<ul style="list-style-type: none"> <li>• Field Visits</li> <li>• Stakeholder identification process</li> </ul>	<ul style="list-style-type: none"> <li>• Government Ministries and state departments</li> <li>• County departments</li> <li>• Communities</li> <li>• Local/traditional Leadership</li> </ul>
Engagements	<ul style="list-style-type: none"> <li>• To meet key stakeholders and introduce them to the Project and Grievance Redress Mechanism (GRM) Process,</li> <li>• To disclose the GRM as well as other Programme documents in the public domain to all interested and affected stakeholders,</li> <li>• To disclose Labour Management Plan</li> <li>• To gather issues of concern and through this identify a list of potential</li> </ul>	<ul style="list-style-type: none"> <li>• Project inception workshops</li> <li>• Project Management Offices / focal points</li> <li>• Meetings with key stakeholders to facilitate the broader stakeholder's engagement process,</li> <li>• Dissemination of engagement materials (background information documents, posters, media notices etc.),</li> <li>• Consultations through training workshops with GRM focal points, and all other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Government Ministries and state departments,</li> <li>• County departments</li> <li>• Communities,</li> <li>• Local Leadership</li> <li>• SADEP Consultants,</li> <li>• Extension Officers</li> <li>• NGOs</li> <li>• Vulnerable Persons</li> </ul>

	negative and positive impacts,	• Feedback from stakeholders.	
Disclosure of the Grievance Redress Mechanism (GRM) and other Programme specific Reports.	• To expose the stakeholders to the developed GRM and other Programme specific Reports.	<ul style="list-style-type: none"> <li>• Disseminate the GRM and other Programme specific Reports to all stakeholders,</li> <li>• Expound the contents of the GRM and other Programme specific Reports to all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Government Ministries and state departments</li> <li>• County departments</li> <li>• Communities</li> <li>• Local Leadership</li> <li>• General Public</li> <li>• Media</li> </ul>

#### 4.2.2 Current Stakeholder Engagement

Consultations for SADEP were partly held as part of project preparation in March, 2023 during project design. A Summary of the issues / concerns from stakeholders ranged from; Adequate involvement of diverse stakeholders giving attention to the differences within each group (age, gender, economic status etc), capacity building of communities in climate appropriate agriculture methods, enhancement of livelihood initiatives especially seed funding and market linkages, ensuring that infrastructure to be constructed by SADEP will be well operated and maintained, ensuring the Project design includes community needs including needs of the most vulnerable, improvement of information disclosure between programme and beneficiaries, more support to vulnerable persons and community Training on safety awareness among other issues.

#### 4.2.3 Information Disclosure

The type of information to be disclosed to the various stakeholders depends on their interests and how they will be affected by the Project – or how SADEP activities may be affected by them. Thereafter various communication tools can be utilized for the engagement process, such as:

- Programme notices published in local newspapers,
- Radio advertisements,
- Direct mailings to communities,
- Presentations with or without focus group sessions),
- Targeted e-mails,
- One-on-one meetings, presentations, seminars, workshops, e-mails, and phone conversations with stakeholders,
- Site tours, and
- The use of social media.

### 4.3 Communication Plan

Below is an example of a Stakeholder Engagement Communication Plan that can be adapted by the Project and sub-projects.

**Table 2: Stakeholder Engagement Communication Plan**

<b>Stakeholders</b> <i>Who are they?</i>	<b>Information</b> <i>What information do you need to give them</i>	<b>Method of Engagement/Channel</b> <i>Where do they get their information</i>	<b>Frequency</b> <i>How often do you need to share this information</i>
<ul style="list-style-type: none"> <li>- Programme Beneficiaries including</li> <li>- Surrounding Communities / Indirect Beneficiaries disaggregated by vulnerability (see 6.3)</li> <li>- Payam Development Committees (PDCs) and</li> <li>- Boma Development Committees (BDCs)</li> <li>- Local leaders (Chiefs, tribal and, religious organisations)</li> </ul>	<ul style="list-style-type: none"> <li>• Seeking Free Informed and Prior Consent</li> <li>• Programme activities and how these relate to them in terms of opportunities and threats e.g;               <ul style="list-style-type: none"> <li>- Targeting criteria</li> <li>- Assessing effectiveness and efficiency of infrastructure to be improved</li> <li>- Sharing traditional knowledge systems related to forest and ecosystem management that will lead to preservation of biodiversity</li> </ul> </li> <li>• SECAP programme requirements and opportunity for community to express environmental and social impact fears and get feedback e.g., accidental release/escape; contamination; emergencies, etc.</li> <li>• Present GRM and other Programme specific information (objectives, targeting, benefits etc) to Programme communities</li> <li>• Induction and sensitisation on GBV and SEAH</li> <li>• Build relationships with the communities</li> <li>• Feedback from community where they can be allowed to provide their views and opinions including traditional knowledge systems</li> <li>• Adoption of proposed methodology and</li> <li>• Replication by other communities</li> </ul>	<ul style="list-style-type: none"> <li>• Community Meetings</li> <li>• Presentations and posters</li> <li>• Focus Group discussions and</li> <li>• Hearing sessions</li> <li>• Informal, targeted talks</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• Inception</li> <li>• Quarterly</li> <li>• as need arises throughout programme term</li> </ul>
<ul style="list-style-type: none"> <li>- Central and County government departments led by Ministry of Agriculture and Food Security</li> </ul>	<ul style="list-style-type: none"> <li>• To communicate Programme information, key expectations, status and updates</li> <li>• Evaluation and approval of programme outputs (adaptation measures, etc)</li> <li>• Provision of access to data required e.g regulatory issues</li> <li>• Contribution of expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Inception Workshop</li> <li>• Formal Meetings\</li> <li>• Training physical and virtual Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Inception</li> <li>• Quarterly</li> <li>• as need arises throughout</li> </ul>



	<ul style="list-style-type: none"> <li>• Grievance Redress Mechanism training</li> <li>• Induction and training on GBV and SEAH</li> <li>• Sharing Implementation results, findings and experience.</li> <li>• Communicating Monitoring/Evaluation process and results</li> <li>• Information on the SECAP consultants and their independence</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline surveys / subsequent surveys to monitor impacts</li> </ul>	programme term
- Contractors	<ul style="list-style-type: none"> <li>- ESCMF and ESCMP</li> <li>- Labour Management Plan, OHS, HIV/AIDS, GVB-SEAH and GRM among other Programme specific reports to them</li> </ul>	<ul style="list-style-type: none"> <li>• Call for proposals Advertisements</li> <li>• Inception Workshop</li> <li>• Formal Meetings</li> <li>• Project Contract</li> </ul>	<ul style="list-style-type: none"> <li>• Inception</li> <li>• Quarterly</li> </ul>
- Boma Agricultural, irrigation, fisheries, environmental, social officers - Other Extension staff	<ul style="list-style-type: none"> <li>• Programme Information</li> <li>• Present information on SEP and GRM and other Programme specific reports to them</li> <li>• Induction and training on use of SEP and GRM tools</li> <li>• Induction and training on GBV and SEAH</li> <li>• Distribute non-technical information (available information on new technologies, crops varieties for improved yield etc)</li> <li>• Facilitate meetings with presentations, PowerPoint, posters etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Inception Workshop</li> <li>• Formal Meetings</li> <li>• Other Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Inception</li> <li>• Monthly</li> </ul>
- Project Field Officers (PFOs) - Safeguards Specialists - Safeguards Consultants	<ul style="list-style-type: none"> <li>• Induction and training on SEP and use of GRM tools</li> <li>• Distribute technical and non-technical information</li> <li>• Feedback, views and opinion</li> <li>• Request guidance on how to handle SADEP issues related to their views and opinions</li> </ul>	<ul style="list-style-type: none"> <li>• Inception Workshop</li> <li>• Formal Meeting</li> <li>• Other Workshops</li> <li>• Email presentations, PowerPoint, posters</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly</li> </ul>
- Academic Institutions	<ul style="list-style-type: none"> <li>• Professional, Research and Internship opportunities</li> <li>• Increase programme awareness</li> <li>• Technical expertise and advice</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Research papers</li> <li>• Bulletin boards</li> </ul>	<ul style="list-style-type: none"> <li>• Annual</li> </ul>
- Media	<ul style="list-style-type: none"> <li>• Advocacy and publicity related information</li> <li>• Wide dissemination of programme results</li> <li>• Link to communities</li> </ul>	<ul style="list-style-type: none"> <li>• Press Statements</li> <li>• News articles</li> </ul>	<ul style="list-style-type: none"> <li>• as need arises</li> </ul>
- Intergovernmental Institutions including funding organisations and NGOs	<ul style="list-style-type: none"> <li>• Sharing implementation findings and experience on safeguards</li> <li>• Build partnerships through meetings, seminars, workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Intergovernmental meetings and consultations</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>
<ul style="list-style-type: none"> <li>• Add more stakeholders and include other context specific engagement methods as necessary.</li> </ul>			

## 5 Grievance Redress Mechanism (GRM)

### 5.1 Introduction

Implementation of sub-projects activities under SADEP will take place in wards and villages within the ten counties selected for the Project. The implementation may generate a number of challenges and complaints especially to those which relate to infringement of rights of sections of the society.

Typical grievances anticipated under the SADEP include: *exclusion and participation in projects as well as unequal sharing of benefits from the project, land boundary disputes; dissatisfaction over controlled access to critical/protected resources, water sharing issues; pollution of water in any watercourse; obstruction of any river/stream or watercourse; cutting and wasteful destruction of trees; activities causing spread of diseases for both human beings and animals etc.*

As part of addressing such complaints and in the spirit of the continuous consultation process, a Grievance Redress Mechanism (GRM) has been developed for the Project. The GRM will consist of four parallel systems at the disposal of the community and will be applied at the discretion of the complainant and/or the nature of the grievance. The four parallel systems are: a) a community-based system; b) a formal system; c) Gender Based Violence and sexual harassment, exploitation and abuse against women and children (GBV-SHEA GRM); and d) the IFAD complaints procedure.

The GRM will be a system by which queries or clarifications about the Project will be responded to, problems with implementation will be resolved, and complaints and grievances will be addressed efficiently and effectively. The purpose of the grievance redress mechanism is:

- To be responsive to the needs of beneficiaries and to address and resolve their grievances;
- To serve as a conduit for soliciting inquiries, inviting suggestions, and increasing community participation;
- To collect information that can be used to improve operational performance;
- To enhance the Project's legitimacy among stakeholders;
- To promote fairness, transparency and accountability;
- To deter fraud and corruption and mitigate programme risks.

### 5.2 Local Government Structures in South Sudan

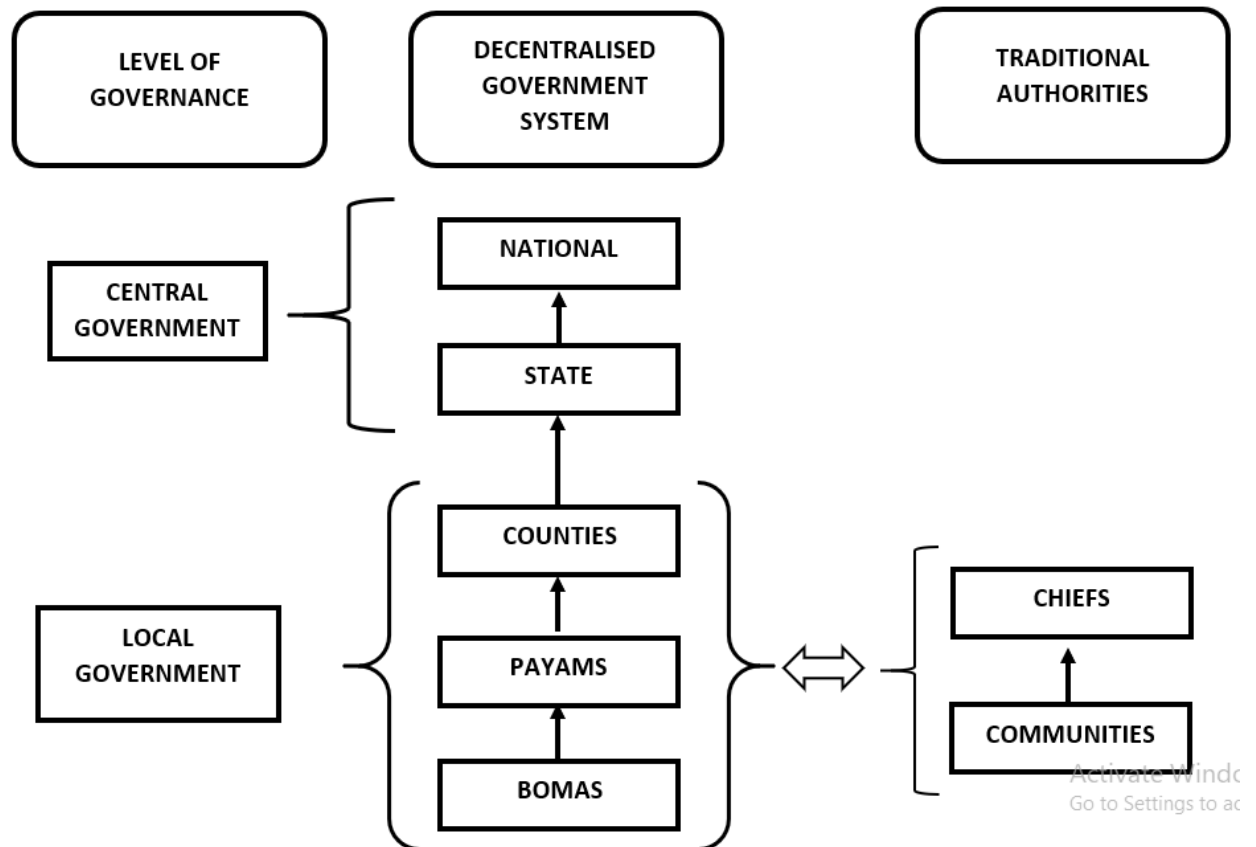
Community structures and organizations in South Sudan will play a significant role in the success of the implementation of SADEP, as these structures have been incorporated into the overall administrative and political framework of the government.

**Diversity of local governance:** The quality of local governance in South Sudan is highly heterogeneous because of diverse historical, cultural, and ethnic characteristics, additionally complicated by decades of conflict and social dislocation. Moreover, the nature of ethnic and clan based social organisation and the role of traditional authorities varies widely across South Sudan's regions (World Bank, 2013).

**Formal local government structure:** The 2005 Comprehensive Peace Agreement and the Interim Constitution of South Sudan (ICSS) laid out a “democratic decentralised system of government”. This was detailed in the 2009 Local Government Act (LGA) and retained after independence in the 2011 Transitional Constitution. The system comprises national, state, and local governments – the latter subdivided into Counties, Payams and Bomas. Provisions for public participation in local governance include election of county commissioners and of county legislative councils, and formation of citizens development committees.

**Role of traditional authorities:** Chiefly institutions vary in structure and selection procedure in different areas of South Sudan. During colonial rule, the British adopted a system of native administration which entailed decentralisation and use of traditional chiefs, notably for tax collection and conflict resolution. Traditional authorities continued to play that role after independence, including during the north-south civil war. They act as intermediaries between communities and local governments. They are included in the system laid out in the 2009 LGA, though their role is not precisely defined. There are contradictions between modern values and traditional governance.

**Factors undermining chiefly authority:** Several factors, mostly related to the civil war, have undermined traditional authorities in South Sudan. Displacement led to new chiefs emerging; government and armed forces also appointed new chiefs in areas under their control. Where traditional chiefs were retained, they were forced to do the bidding of armed groups/the government and faced severe punishments if they failed to do so. The appointment of new chiefs, the proliferation of appointments and the ‘humiliation’ of traditional chiefs by armed forces combined to weaken chiefly authority (Idris, 2017). Figure 1 is a depiction of the local governance structure in South Sudan.



**Figure 1:** The local governance structure in South Sudan.

The Four systems are presented below;

### 5.2.1 Community Based Grievance Redress Mechanism

This will be a stand-alone Grievance Redress Mechanism where the communication mechanism involves only community members and will tend to be site specific. This will be used to facilitate agreements among community members but also to solve disagreements where these might occur. The Community Based Grievance Redress Mechanism aims to use the existing traditional structures and facilitate grievance resolution at higher levels (including the court of law, where necessary).

Communities tend to rely substantially on their own internal social regulatory systems including mechanisms to deal with grievances that work in parallel with the formal systems. These internal social regulatory systems will be used to the extent possible at community level. Recourse where necessary will be facilitated by the Programme, but in general, SADEP will ensure easy access to information through culturally appropriate means and language of communication.

In solving problems, negotiation and agreement by consensus will provide the first avenue to iron out and resolve any grievances expressed by programme affected individuals. Thus, appropriate community-based channels of grievance redress mechanisms will be put in place, and the programme affected people sensitised to make use of them.

The channels will have to be in line with the norms of the communities as well as laws of the country. Thus, the process will involve informal courts handled by

traditional leaders (Community chiefs etc.), and will follow the following route (Figure 7-2):

**Community Level**

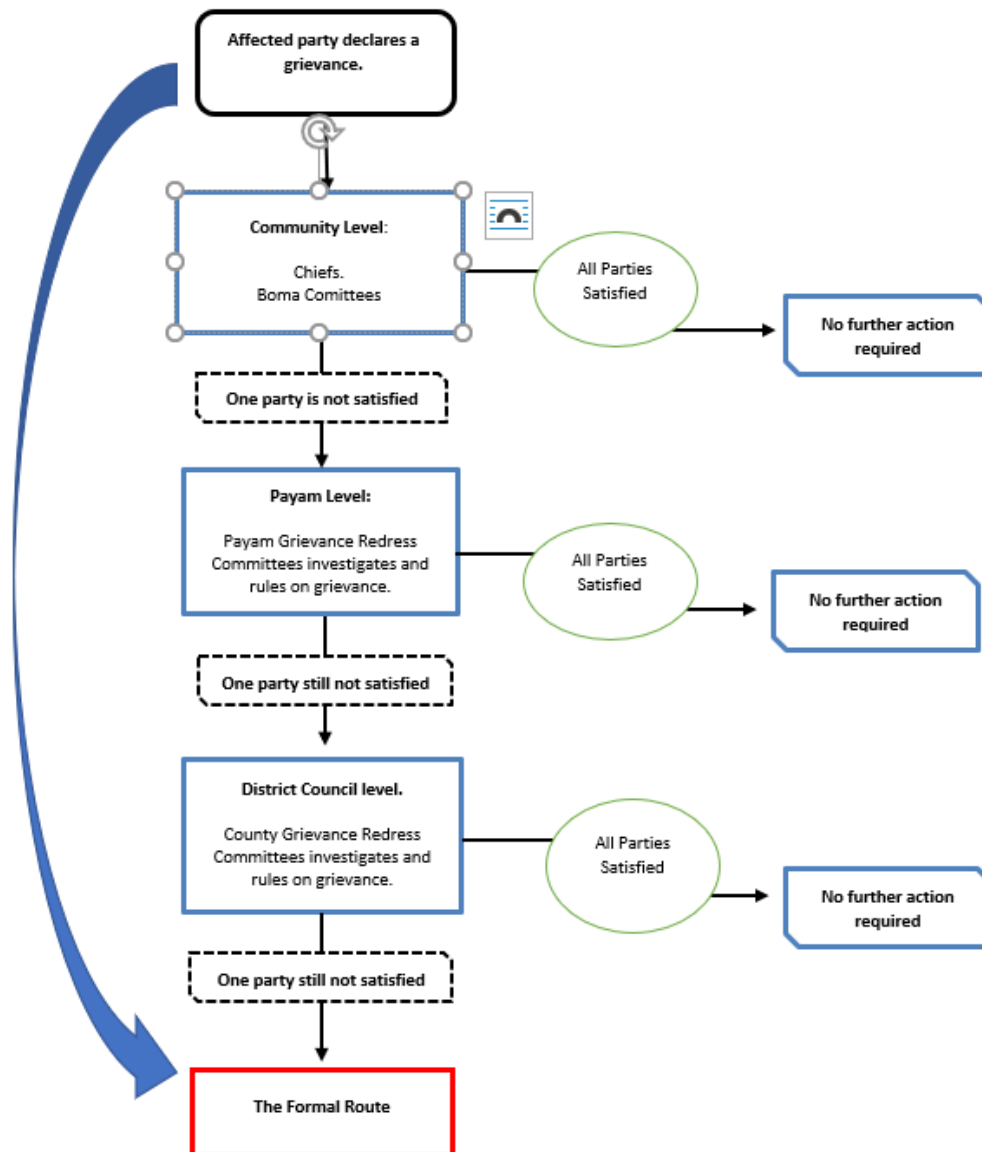
The first port of entry is the Community level run by the community Chiefs. The Chiefs in conjunction with the Boma Development Committees, preside over the matter over a set time (possibly 15 days) from receipt of the grievance to act upon it. Lessons can be taken from PASIDP in Ethiopia's.

**Payam Level**

When one party is not satisfied with the decision at Community Level, the complaint can be taken up to the Payam Level. The Payam Grievance Redress Committees then investigate and give their ruling on the matter. In most cases such complaints get sorted out at this level.

**County Level**

However, those who are not satisfied will be allowed to appeal to the County Council (CC). At this level, the County Grievance Redress Committee under the District Officer will preside over the case. However, if the aggrieved party is still not satisfied then they can ultimately take the formal route.



**Figure 2:** The Community-based grievance mechanism.

### 5.2.2 Formal GRM

The formal Grievance Redress Mechanism is detailed in Appendix 7. it consists of the following components: -

- The access point for impacted/concerned people will be situated as close to the beneficiary farmers as possible, such as places at the sub-project and SADEP IA offices. SADEP IA staff will be responsible for receiving the grievances, classifying, and logging them.
- An acknowledgement of receipt should be given to the complainant containing an expectation of when they will receive a response.
- The grievance is then Assessed and investigated to identify all the key facts.
- A resolution is then arrived at, and the proposed actions are confirmed with SADEP IA/MAFS senior members of staff.
- A response is then communicated to the complainant within the timescale promised.
- The complainant is given room to appeal to the Ministry of Agriculture and Food security or the Courts of Law if they are not satisfied with the

- response.
- Once done the case is brought to a closure and all the staff members of SADEP IA are made aware of the complaint, any underlying issues and plans to prevent any future recurrence of the issue.

### **5.3 Third Level: GBV-SEAH**

Survivors of Gender-based and Child Violence or Sexual Exploitation and Abuse are encouraged to report all GBV/SEAH cases through the dedicated GBV/SEAH referral system and complaints resolution mechanism. This will be made explicit in all community awareness sessions, as well as be part of the publicly disclosed information. The GBV/SEAH referral system will guarantee that survivors receive all necessary services, including medical, legal, counselling, and that cases are reported to the police where applicable.

When grievances on gender-based and child violence, sexual exploitation and harassment against women and children are reported to either of the other two channels above, the cases will be transferred to the GBV-SEAH GRM as soon as possible by the first person who is associated with the GRMs and recognizes the nature of the grievance. The person who reported the grievance will be informed of this administrative action and provided with necessary contact information (SADEP PMU project officer and GBV-SEAH GRM handling office in the nearest locality for further assistance). The GBV-SEAH GRM will task the Gender Officer as soon as possible so that information collection regarding the incident may begin with the aid of PMU, Committee, implementing partner/contractor (and suppliers where appropriate). All project personnel will be trained on the importance of speediness, as some actions, such as sexual assault, will require Post-Exposure Prophylaxis (PEP) within 72 hours of the incidence and/or other forms of medical assistance.

### **5.4 Fourth Level: IFAD Accountability and Complaints Procedure**

Besides the proposed GRM approach, aggrieved persons can also employ additional channels to air their complaints. These include the IFAD Accountability and Complaints Procedures.

The objective of the IFAD Complaints Procedure is to ensure that appropriate mechanisms are in place to allow individuals and communities to contact IFAD directly and file a complaint if they believe they are or might be adversely affected by an IFAD-funded project/programme not complying with IFAD's Social and Environmental Policies and mandatory aspects of SECAP.

Complaints must concern environmental, social and climate issues only and should not be accusations of fraudulent or corrupt activities in relation to project implementation – these are dealt with by IFAD's Office of Audit and Oversight.

To file a complaint for alleged non-compliance with IFAD's social and environmental policies and mandatory aspects of its SECAP, IFAD will consider only complaints meeting the following criteria:

- The complainants claim that IFAD has failed to apply its social and environmental policies and/or the mandatory provisions set out in SECAP.
- The complainants claim that they have been or will be adversely affected by IFAD's failure to apply these policies.
- Complaints must be put forward by at least two people who are both nationals of the country concerned and/or living in the project area. Complaints from foreign locations or anonymous complaints will not be taken into account.
- Complaints must concern projects/programmes currently under design or implementation. Complaints concerning closed projects, or those that are more than 95 per cent disbursed, will not be considered.

A complaint relating to non-compliance with IFAD's Social and Environmental Policies and mandatory aspects of its SECAP can be submitted by downloading the complaints form on the IFAD website or to send an email to [SECAP\\_complaints@ifad.org](mailto:SECAP_complaints@ifad.org). If you email or mail your complaint, please include the following information:

- Name, address, telephone number and other contact information
- Whether the complainants wish to keep their identity confidential, and if so, why
- Name, location, and nature of the IFAD project/programme (if known)
- How the Complainants believe they have been, or are likely to be, adversely affected by the IFAD-supported project or programme

Complaints sent by mail should be addressed to:

IFAD, SECAP Complaints (PMD), Via Paolo di Dono 44, 00142 Rome, Italy

## **5.5 Managing GRM**

Effective management demands that the GRM be well understood by potential users and implementers of the GRM. There has to be good coordination of the GRM, and the GRM has to be well-resourced.

## **5.6 Public Awareness of the GRM**

The GRM will occupy a central place in the PMU and Ministry of Agriculture Communication Strategy to create public awareness of the GRM. The information, education and communication activities to publicise the GRM will include public sensitisation through media and meetings at national, county and community levels, including distribution of GRM brochures in public places. Part of the public awareness to make the GRM accessible will involve translating the English version of the GRM and the accompanying registry forms into local languages spoken in each of the ten counties (may include but not limited to Kiswahili). The PMU will develop and share the necessary forms required for registering and reporting all grievances especially at community and at the county programme level. Grievance cases that are taken to the official courts and/or to IFAD directly should be recorded by the PMU accordingly.

## **5.7 Capacity Building and Monitoring**

Stakeholders shall be trained on the GRM processes and steps to ensure that they perform their roles effectively and with speed to the satisfaction of the aggrieved parties and project expectations shall be taken. The preparation of a monthly



report on the types of grievances raised or received will help in identifying complaints that are most common. With this information, actions can be taken to first avoid the rise of this type of complaints in the future. The monitoring of grievances is essentially a learning exercise to improve situation on the ground. It will be the responsibility of the Social Safeguards Specialist in the PMU to monitor the performance of the GRM through reports from the local, ward to county level.

## **6 SEP Resources and Responsibilities**

### **6.1 Responsibilities**

The management, coordination and implementation of the SEP and its integral tasks will be the responsibility of dedicated team members within the PMU through Environmental and Social and Climate Safeguards Specialists whose roles and responsibilities of the organizations are presented below.

#### **The Project Management Unit**

The PMU will be accountable for ensuring SADEP achieves its development objectives and for oversight of all day-to-day operations of the Project. The PMU will also be responsible for all reporting requirements of GoSS and IFAD related to the Project. The PMU under the oversight of the Permanent Secretary will work closely with relevant stakeholders to ensure that the SEP is implemented in a successful manner.

#### **Environmental and Climate Safeguards Specialist**

The person will be responsible for the management of Programme related environmental safeguards issues and will have oversight over all stakeholder engagement activities as well as other Programme specific safeguards documents. Responsibilities will include the following:

- Continuous development, implementation and monitoring of the stakeholder's engagement plan and other Programme specific documents
- To bring together the different stakeholders engaged in climate financing and develop joint strategies and plans, ensuring that key stakeholders are engaged while creating and maintaining momentum. Liaise with the Project Coordinator to ensure that stakeholders engagement requirements are understood
- To develop and maintain the stakeholder database/map and
- Proactively identify stakeholders, Programme risks and opportunities and inform Programme Coordinator to ensure that the necessary planning can be done to either mitigate risk or exploit opportunities.
- To initiate the Technical Working Group on environment protection and Climate Change, identifying participants, organizing several initial meetings, and ensuring the TWG is a useful and efficient instrument for technical collaboration.
- To organize regular meetings and/or prepare regular communications, in close collaboration with the PMU
- To ensure compliance with SECAP and national regulations social and environmental standards, and regularly review and update the social and environmental assessment procedures.

### **Gender and Social Inclusion Specialist**

The Social Inclusion Specialist will be responsible for the management of Programme related social safeguards issues. He/she will oversee all stakeholder engagement activities regarding the implementation of the GRM as well as other Programme specific documents. Responsibilities will include the following:

- Continuous Development, implementation and monitoring of the stakeholder's engagement plan, GRM and other Programme specific documents
- Guiding and overseeing community sensitization processes, ensuring that key information reaches all intended target groups, that beneficiary selection is transparent and inclusive of the most marginalized and vulnerable people, and in line with pre-defined criteria and that all target groups participate in relevant programme decision-making processes.
- Liaising with local stakeholders regularly to disseminate information about social risk mitigation activities considered by SADEP.
- Liaise with the Project Coordinator to ensure that stakeholder engagement requirements are understood.
- Maintain the stakeholder database and
- Proactively identify stakeholders, Programme risks and opportunities and inform Programme Coordinator to ensure that the necessary planning can be done to either mitigate risk or exploit opportunities.

### **Resources**

The design and implementation of a detailed and accurate SEP will be the overall responsibility of the PMU. The Project Coordinator will oversee the SEP implementation to ensure the success of the SADEP Programme.

### **Budget**

The Project Coordinator will ensure that the PMU has an adequate standing budget allocated towards the Stakeholder Management Programme. Preliminary budget allocation has however been made in the ESCMP (Volume I).

## **6.2 Training**

All the SADEP partners and PMU team members will attend a workshop whose focus will be to bring awareness on the Project, SEP, GRM, LMP as well as other Project specific documents. The training can be organised at multi-level to accommodate all stakeholders and allow free expression of concerns regarding the project.

## **6.3 Monitoring and Reporting**

Monitoring and evaluation of the SEP process is vital as it ensures that the PMU can respond to identified issues and alter the schedule and nature of engagement activities to make them more effective. As part of the SEP, a mechanism for providing feedback to the stakeholders on their information needs will be set up. In addition, the SEP will include means for monitoring the effectiveness of the public consultation processes and outcomes from consultations, and for determining where further action may be necessary regarding engagement.

The Safeguards Specialists in the PMU will be responsible to ensure that the SEP is implemented throughout the life of the Project. They will also be responsible for

communicating and reporting on all stakeholder matters to the Project Coordinator.

Monitoring of the stakeholder engagement process allows the efficacy of the process to be evaluated. Amongst others the following monitoring activities will be implemented:

- During the engagement activities: short-term monitoring to allow for adjustments/improvements to be made during engagement; and
- Following completion of all engagement activities: review of outputs at the end of engagement to evaluate the effectiveness of the SEP as implemented.

To help in the monitoring system, a series of key performance indicators for each stakeholder engagement stage will be developed. Table below shows an example of the indicators and performance against the indicators to show successful completion of engagement tasks.

**Table 3: Key Performance Indicators**

<b>PHASE</b>	<b>ACTIVITIES</b>	<b>INDICATORS</b>
Planning for Programme	Share updates on Programme activities	Posters displayed in allocated service centres by time specified
GRM, SEP and other Programme specific documents Implementation	Share updates on SEP, GRM and other Programme specific documents activities	Posters displayed in allocated service centres by time specified,  Affected community stakeholders will have received and understand the information disclosed and attended the public meetings,  Communities provided feedback,  No complaints about non-receipt of Programme specific documents received.

The identification of SADEP related impacts and concerns is a key element of stakeholder engagement that will occur over the complete Programme life cycle. As such, the identification of new concerns, impacts and grievances as the GRM and Programme progress will serve as an overall indicator for the implementation of the stakeholder engagement process. There are two keyways in which the stakeholder engagement process, as will be provided for in the M&E action plan, will be monitored:

### **Review of Engagement Activities in the Field**

During the engagements with stakeholders the engagement team will assess meetings using the following engagement tools:

- Stakeholders database,
- Issue and Response table, and
- Meeting records of all consultations held.

### **Reporting Stakeholders Engagement Activities**

Performance will be reviewed following the stakeholder's engagement sessions conducted in the field. In assessing performance, the following will be considered:

- Materials disseminated: Types, frequency, and location,
- Place and time of formal engagement events and level of participation including specific stakeholders' groups e.g., Chiefs,
- Number of people attending public or formal meetings,
- Number of comments received type of stakeholder and detail of feedback provided,
- Meeting minutes, attendance register and photographic evidence,
- Numbers and type of stakeholders who contact the SADEP Programme team by mail, telephone, and any other means of communication,
- Comments received by government authorities, community leaders and other Programme partners and passed to the SADEP Programme, and
- Number and types of feedback and/or grievances and the nature and timing of their resolution; and the extent to which feedback and comments have been addressed and have led to corrective actions being implemented

## **7 LABOUR MANAGEMENT PLAN**

### **7.1 Overview of the LMP**

As outlined in its strategic framework, IFAD's overarching development goal is to invest in rural people to enable them to overcome poverty and achieve food security through remunerative, sustainable, and resilient livelihoods. More than three quarters of the world's poor live in rural areas and many of them depend on agriculture to earn a living. The majority of rural workers hold precarious and poorly remunerated jobs in the informal rural economy. Youth in particular face disadvantages in accessing productive and gainful jobs, due to their limited access to productive resources, including land and credit, and markets. As IFAD invests in rural livelihoods, it works to improve working conditions and foster the application of labour standards in rural settings, as these are among the main factors that undermine the well-being and productive potential of rural populations. To ensure that no one is left behind, IFAD targets disadvantaged workers in its projects, particularly youth, women, people with disabilities and migrant workers.

As such, IFAD's Standard 5: Labour and working conditions (standard 5) aims to ensure that IFAD investments to promote rural employment respect the fundamental rights of workers. Therefore, all private sector actors (or any other entity) that will be engaged in the project, will adhere to the LMP to ensure SECAP compliance prior to engagement in any project activity. Private enterprises that will provide services within the project shall also sign a safeguards commitment letter to implement all measures stipulated in the ESCMF.

A template for this LMP that will be developed during the inception phase of the sub-projects. To the extent that provisions of national law and employer policies satisfy the requirements of Standard 5, these would be applied and the applicable party would not need to duplicate such provisions in additional project-specific labour management procedures. An assessment, undertaken as part of the scoped ESIA's and ESCMPs and targeted assessments, should identify whether the applicable party (employer, contractor) has appropriate human resources policies and occupational health and safety management procedures to address and manage identified labour risks and impacts and to meet the Standard 5 requirements.

The LMP requirements shall:

- Comply with minimum age threshold set out in International Labor Organization (ILO) Conventions or national legislation (whichever offers the greatest protection to young people under the age of 18) and expect certification by contractor that children under age of 18 are and will not be employed.
- Check the activities carried out by young workers and ensure that youth age of 18 and above are not employed in hazardous work, including in contractor workforces. Hazardous work will normally be defined in national

legislation and will be likely to include most tasks in construction and several in agriculture.

- Assess the safety risks relating to any work by youth carry out regular monitoring of their health, working conditions and hours of work.
- Ensure that contractors have adequate systems in place the implementation of age verification procedures by contracts for all its prospective employees, the verification procedure should be shared and verified by social inclusion specialists.
- Keep a list of all the workers at the site together with their details including age. These data should be shared periodically and on demand with the project and IFAD.

In addition, the Project will ensure that appropriate wages will be paid per assigned tasks. Security and safety standards will also be respected and enforced. In addition, the project Grievance Redress Mechanism will provide for a fair and free from influence entry point for their potential complaints and/or grievances. The Complaints Register and Grievance Redress Mechanism will provide an accessible, rapid, fair and effective response to concerned stakeholders, especially any vulnerable group who often lack access to formal legal resources.

The project shall adhere to the measures proposed in the GBV Action Plan and Stakeholder Engagement Plan (SEP). The project should sensitize service providers, contractors, workers on GBV/SEA and the referral pathways. For any Contractors and/or sub-contractors, due diligence will be conducted as necessary to ascertain that third parties who engage project workers are legitimate and reliable entities and have in place appropriate policies, processes and systems that allow them to operate in accordance with the minimum requirements herein.

## 7.2 Introduction

This Labour Management Plan (LMP) will facilitate planning and assist the PMU and Contractors in ensuring that project implementation adheres to the requirements of IFAD SECAP Standard 5: on **Labour and Working Conditions**. The LMP therefore identifies the main labour requirements and risks associated with the project and will guide the PMU in determining the resources necessary to address project labour issues.

The LMP has been prepared as a safeguard to address labour related issues that may arise during project implementation given the existing volatile socio-political and economic conditions in South Sudan. This LMP has been guided by the IFAD's SECAP (standard 5 and its guidance notes) requirements and is in line with the GoSS labour regulations (albeit limitations in implementation). The LMP will enable different project-related parties (e.g. staff of the project implementing unit, contractors and sub-contractors and project workers) to have a clear understanding of what is required on specific labour issues. Literature review revealed that there is high risk of armed conflicts, operational interference, targeted violence, bureaucratic impediments that affect workers<sup>1</sup>. Child labour is rampant because of poverty, child headed households and limited prospects through the education first option<sup>2</sup>. Cases where workers have maltreated community members through sexual abuse and exploitation have been reported and investigated at UN level<sup>3</sup>. This LMP therefore, has put in place measures that will avoid similar shortfalls.

The GoSS recognizes that sound worker-management relationships, fair treatment of workers, zero discrimination of employment on the basis of gender, disability or ethnicity, promotion of gender equality and protection from gender-based violence (GBV)/Sexual Exploitation and Abuse and Harassment, and provision of safe and healthy working conditions enhances development benefits of a program. It is for this reason that the LMP has been prepared for SADEP.

The objectives of the LMP are to:

- To promote safety and health at work
- To promote appropriate labour standards and practices which include non-discrimination and equal employment opportunity to all eligible community members
- To protect program workers, including vulnerable workers such as women, youth, persons with disabilities, migrant workers, contracted workers, community workers and primary supply workers, as appropriate
- To prevent the use of all forms of forced labour and child labour
- To support the principles of freedom of association and collective bargaining of program workers in a manner consistent with national law and
- To provide program workers with accessible means to raise workplace grievances.

---

<sup>1</sup> Reliefweb, 2023

<sup>2</sup> Child Protection Area of Responsibility, 2024

<sup>3</sup> UN News, 2022 (<http://news.un.org>)

## **7.3 Types of workers for SADEP**

It is expected that SADEP will engage different categories of workers. These will include: Direct Workers, Contracted workers, Community Workers, Migrant workers and Primary Supply Workers. The exact number of workers will be confirmed once sub-project activities have been specified and agreed on.

### **Characteristics of project workers**

The project will include direct workers e.g. PMU, civil servants from the line ministries, local workers, national or international migrants, community workers, female workers, all these workers will be aged 18 years and above.

### **Timing of labour requirements**

The timing and sequencing of labour requirements in terms of numbers, locations, types of jobs and skills required will be available during sub-project implementation.

### **Direct Workers**

Government civil servants from the Ministry of Agriculture and Food Security (MAFS), subject to the terms and conditions as governed by South Sudan's Constitution (2011) and the Civil Service Act (2011). The Constitution and the Civil Service Code prohibit child labour and forced labour.

### **Contracted Workers**

People engaged through third parties, in particular MAFS as the lead technical partner to perform work related and core functions of the project. The category will also include field personnel directly contracted by PMU and based at various project sites within the states/counties.

### **Community workers**

The community workers including beneficiary households will be engaged to provide community labour for the rehabilitation and any construction works. SADEP will prioritise recruitment of local unskilled labour and the following terms and conditions will guide management of community workers participating in the project;

- Community workers to be involved in the construction works should be above 18 years of age
- Where wages are applicable, contractors should observe government set minimum wage rate and workers will have an opportunity to negotiate their wages higher.
- Community workers working on voluntary basis will work as per the agreed timeframe by community members themselves. However, hours of work for these workers shall not exceed 4 hours in a day.
- Where wages are applicable, payment of wages will be done monthly on the agreed day of each month.

The community workers will be identified during the project implementation stage and the LMP will be updated accordingly.

### **Migrant workers**

The project shall thrive to engage local skilled and unskilled labour as well as community workers from the locality of the project's impact area. However, where



skilled workers are not available in the locality, it is expected that workers from nearby communities will be involved and will be considered as "internal migrants". As part of the environmental and social assessment, the program identified potential risks of child labour and serious safety issues which may arise and this will closely be monitored by the PMU.

### **Primary Supply Workers**

People engaged by MAFS/PMU/Contractors as primary suppliers. These include, for example, suppliers of construction materials including aggregates, bitumen and precast concrete interlocking blocks or other goods required.

## **7.4 Project activities**

The type and location of the project activities are yet to be identified. Significant use of labour is mostly expected to arise from the rehabilitation activities and any construction works. Workers will be involved in a number of activities like infrastructure construction, operations and maintenance, lifting of heavy materials among others. These activities may pose occupational safety and health risks to workers.

The health and safety risks to which workers and community members may be exposed will be assessed during implementation. The ability to prevent or eliminate such risks or, if the risk cannot be prevented or eliminated, measures to protect community workers from exposure will be explored. This will be done through the project environmental and social screening process.

## **7.5 Labour Risk Identification and Analysis**

A number of labour related risks are anticipated during the implementation of the Project which include;

- Occupational Safety and Health risks
- Gender Based Violence (GBV)/Sexual Exploitation and Abuse and Harassment
- Risk of communicable diseases including HIV/AIDS and other STIs,
- Non-compliance with GoSS labour laws and regulations
- Discriminatory policies or practices that deny equal opportunity
- Restrictions on freedom of association and collective bargaining
- Limited understanding and implementation of OSH requirements
- Identification crises (returnees, IDPs, refugees)
- Influx of migrant workers
- Exposure to extreme weather conditions such as high temperatures and floods
- Rampant Child labour
- Political and ethnic influence in hiring processes
- Possible accidents or emergencies

The project will address these risks by undertaking site specific risk assessments and incorporating mitigation measures for the identified risks into the program specific environmental, social, health and safety management plans to be developed by each sub-project.

Table 1 below presents a summary of the possible mitigation measures for the potential identified labour related risks.

**Table 4: Possible mitigation measures for the potential risks**

Potential Risks	Proposed mitigation measures
<p><b>Occupational Safety and Health Risks</b> Due to the protracted conflict in South Sudan and the weakness of formal justice institutions, employees' working conditions are poor and the project needs to ensure that such working conditions are not accepted. The impact is significant in that it may manifest in exploitation of the very community that the project intends to benefit, community workers, but also contracted workers may be affected.</p>	<p>Supervision of Labour Management Practices for contractors, community workers, and also direct workers and consultants</p> <ul style="list-style-type: none"> <li>• Provide appropriate and adequate Personal Protective Equipment (PPE) to workers</li> <li>• Train workers regularly on occupational safety and health risks prevention</li> <li>• Enforce the use of PPE by workers</li> <li>• Facilitate the formation of Occupational safety, Health Welfare Committee</li> </ul>
<p><b>Risk of communicable diseases. Spread of HIV and AIDS,</b> Population movement due to labour influx may result in the spread of diseases.</p>	<p>Communication of risks to be conducted through locally appropriate means – targeting specific social groups and genders.</p> <ul style="list-style-type: none"> <li>• Sensitize workers and communities on communicable diseases including HIV, STIS, and ways of preventing them</li> <li>• Encourage workers and communities to go for voluntary screening/ medical check-up/testing</li> <li>• Provide Information, Education and Communication materials on different communicable diseases</li> </ul>
<p><b>Increased risk of influx of migrant workers &amp; competition with locals</b></p>	<ul style="list-style-type: none"> <li>• Prioritise recruitment of locals and engage all nonskilled labour force from surrounding communities to minimize the risk of migrant workers and associated negative impacts.</li> </ul>
<p><b>Gender Based Violence, Sexual Exploitation and Abuse</b> – Both for workforce and local communities, particularly under aged girls</p>	<ul style="list-style-type: none"> <li>• Sensitize workers and surrounding communities on dangers and prevention of Gender Based Violence/SEAH Provide equal employment opportunities to men, women, youth and people living with disabilities</li> <li>• Prepare, adopt and implement worker's code of conduct</li> <li>• Prepare and implement GBV/SEAH Action plan</li> <li>• Compulsory training and awareness to workers on GBV/SEAH</li> <li>• Carry out community sensitization</li> <li>• Promote women and girl's empowerment</li> </ul>
<p><b>Child labor</b> – Disturbance of child's education, health and safety</p>	<ul style="list-style-type: none"> <li>• Sensitize surrounding communities on issues of child labour</li> <li>• Employ people that are aged 18 and above</li> <li>• Restrict engagement of under aged herders</li> <li>• Verify age using IDs</li> <li>• Develop and implement Action Plan to Address GBV and SEAH against children</li> </ul>
<p><b>Discrimination and exclusion of vulnerable groups</b></p>	<ul style="list-style-type: none"> <li>• Development of Workers Grievance Redress Mechanism (WGRM); and</li> <li>• Implement a deliberate policy for gender equality</li> <li>• Develop deliberate mechanism to monitor participation of vulnerable groups in all activities</li> </ul>
<p><b>Discrimination against women in employment</b></p>	<ul style="list-style-type: none"> <li>• Contractors are compelled to safeguard the interests of women, including gender parity at</li> </ul>

	<p>the workspace, prohibiting, preventing and punishing sexual harassment and other forms of GBV towards female workers</p> <ul style="list-style-type: none"> <li>• Provide appropriate sanitation facilities at workplace</li> <li>• Provide appropriate PPE for women</li> <li>• Develop and implement Action Plan to Address GBV and SEAH against Women</li> </ul>
<p><b>Labor disputes and conditions of employment</b> Given the generally high conflict potential, it is possible that disputes over contracts emerge</p>	<ul style="list-style-type: none"> <li>• Establishment of Workers Grievance Redress Management Committee (WGRMC)</li> <li>• Compliance with the adapted and revised LMP</li> </ul>

## 7.6 Code of Conduct

SADEP will develop and implement a code of conduct for all project workers including consultants and contractors, aimed at preventing and/ or mitigating social risks during project implementation. The social risks that may arise include but not limited to GBV and SEAH, child labour, forced labour, Non-payment and/or delayed payment of wages, HIV/AIDS, safety, health and environmental issues. The Project will develop a code of conduct that will require skilled, unskilled migrant and community workers to operate under. Sample Code of Conduct is provided in Annex 1.

## 7.7 Institutional Arrangements for the LMP

Given the categories of project workers (direct workers, contracted workers and community workers), this section lays out the operational arrangements amongst the various institutions that are collaborating with the SADEP to ensure the smooth implementation of the LMP. The requirements of the LMP apply to all categories of project employees and workers.

The requirements of the LMP as applicable to the direct workers will be under the responsibilities of MAFS through the PMU.

The requirements of the LMP as applicable to the contracted workers will be under the responsibilities of PMU through the South Sudan Human Resource (HR) Unit with supervision Unit in South Sudan. The HR unit will be responsible for managing and implementing employment policies, guidelines and procedures, including equal opportunity employment. Their role ensures compliance with South Sudan national labour laws and IFAD, with respect to recruitment, management and termination of engagements. PMU has the responsibility to ensure LMP implementation at the interface with all contractors (implementing agencies) through the Procurement Team, which is responsible for managing vendor contracts and Letters of Agreement (LoAs).

Where contractors engage community workers directly in rehabilitation or construction activities, it is responsible for the full implementation of the requirements of the LMP as it applies to community workers while the PMU will exercise oversight over labour management processes.

The primary suppliers are identified at the sub-project level by the PMU or directly during sub-project screening and the applicability of the LMP will be affirmed at that time. MAFS has the mandate to ensure that all the procedures for primary supply workers are observed, though the PMU will have the overall responsibility.

### **Key Procedures**

The Project will promote sound worker-management relationships and enhance the developmental benefits of the project by treating workers in the project fairly and providing safe and healthy working conditions. MAFS, PMU, IAs, contractors and all project workers will be accountable for ensuring the full accomplishment of the objectives of Standard 5. The IFAD and national gap assessment shows that some aspects (rules, regulations and procedures) are completely covered by the national legislation while aspects not completely covered by legislation will be satisfied through reference to the IFAD's sector specific guidelines on good practices on occupational safety and health.

The specific Terms and Conditions for the different categories of project workers and different types of activities will be defined in the inception phase of the project. In case of variations between IFAD and South Sudan national requirements, the more stringent provision will apply.

Labour management responsibilities will be shared across activities, with the PMU Social and Environment Safeguards Specialist acting as focal point.

## **Annex 1: Workers' Code of Conduct**

### CODE OF CONDUCT

The main aim of the Code of Conduct (CoC) is to prevent and/or mitigate the social risks related to implementation of SADEP. The PMU facilitated development of Code of Conduct and will be adopted by all workers. The social risks that may arise include but not limited to Child labour, GBV, HIV and AIDS, delayed/denied wages, unnecessary use of migrant workers and occupational health and safety. The Code of Conduct shall be adopted at the onset of the project to ensure that all community members working under the project understand the social risks and expected behaviour as well as mitigation measures.

Workers' Code of Conduct commits the workers to addressing GBV, SEAH, and other relevant social issues. SADEP will conduct awareness raising on the code of conduct and all workers will be required to sign. Summarised and translated copies of the codes of conduct will be publicly available at the chief's office. This code is aimed at preventing social risks at project sites as follows:

- Attend a compulsory induction on social risks and Code of Conduct prior to commencement of work.
- Where possible, ensure employment of local workforce especially where unskilled labour is required in order to mitigate social risks
- Ensure there is zero tolerance to child labour practices
- Promote gender inclusion
- Support establishment and functioning of workers' GRM committee to oversee issues of workers' misconduct including GBV/SEAH
- Maintain a safe working environment including provision and use of personal protective equipment
- Following applicable emergency operating procedures' support workers' training and capacity building on social, environmental, health and safety
- Ensure that all workers are sensitized on HIV/AIDS and other STIs issues
- Ensure that workers' rights such as working hours, minimum wages, leave days compensation are protected
- Ensure workers are timely paid according to agreed intervals.
- Respect all manner of people regardless of age, race, colour, language, ethnicity, religion, etc.
- Do not use language or behaviour that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- Sexual activity with children under the age of 18 is prohibited.
- Exchange of money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour is prohibited. Un-consented sexual interactions are prohibited.
- Ensure Terms and Conditions of employment are stipulated and implemented in accordance with Labour Code.
- Ensure that all workers sign individual Code of Conduct confirming their agreement to support prevention of social risks activities.
- Possession of alcohol and illegal drugs and other controlled substances in the workplace are strictly prohibited and ensure compliance to all legal requirements.

I do hereby acknowledge that I have read the foregoing Code of Conduct, do agree to comply with the standards contained therein and understand my roles and responsibilities to comply with all rules of this Code of Conduct. I understand that

any action inconsistent with this Code of Conduct or failure to take action mandated by this Code of Conduct may result in disciplinary action.

Signed by: -----

Signature: -----

Date: -----

## **South Sudan**

---

### **Sustainable Agricultural Development Project Project Design Report**

#### **Annex: SADEP Targeted Adaptation Assessment**

Mission Dates: 26/02/2024 - 15/03/2024

Document Date: 26/07/2024

Project No. 2000004864

Report No. 6892-SD

East and Southern Africa Division  
Programme Management Department







Republic of South Sudan



## TARGETED ADAPTATION ASSESSMENT (TAA)



for

## Sustainable Agricultural Development Project (SADEP)

*April, 2024*

**The Sustainable Agricultural Development Project (SADEP)** Environment and Social Management Framework (ESCMF) forms part of a series which is intended to provide complete documentation for the requirements of a holistic environmental, social and climate (ESC) risk management system for the programme. This ESC Assessment Procedures instrument contains the findings of a study conducted for the agriculture sector of the Government of South Sudan and the instrument has been developed based on the local conditions and findings. The following documents form the series:

**Volume I:**

Environmental and Social Management Framework (ESCMF)

**Volume II:**

- i) Stakeholder Engagement Plan
- ii) Grievance Redress Mechanism
- iii) Labour Management Plan

## Contents

1. Introduction .....	4
1.1 Purpose of this study .....	4
1.2 Methodological approach .....	4
1.3 Goal and Development Objective .....	5
1.3.1 Targeting strategy .....	5
1.3.2 Expected Results .....	5
1.3.3 Components .....	6
1.3.4 Sustainability Strategy .....	8
1.3.5 Organisational set-up .....	9
2. Policy and legal framework for climate Adaptation .....	12
3. Indication of Hazard, exposure, sensitivity and adaptive capacity .....	15
3.1 Introduction .....	15
3.2 Rainfall Trends .....	16
3.3 Contraction of the Region Receiving Adequate Rainfall. ....	17
3.3.1 Map of Anticipated Changes in Rainfall .....	18
3.4 Rainfall Time-Series Plot for South Sudan .....	19
3.4.1 Rainfall Variability .....	19
3.4.1 Rainfall and Crop Production Relationship .....	21
3.5 Temperature Trends .....	22
3.5.1 Expansions of Hot (Dry) Areas .....	22
3.5.2 Temperature Time-Series Plot for South Sudan .....	23
3.5.3 Temperatures and the Effect of Droughts .....	24
4. Sector Vulnerabilities .....	24
4.1 Agriculture in General .....	25
4.2 Crop Agriculture .....	25
4.3 Livestock agriculture .....	26
4.4 Fisheries .....	27
4.5 Environment, ecosystems and biodiversity conservation .....	27
4.6 Health .....	28
4.7 Water Resources .....	28
5. Adaptation Assessment Process .....	29
5.1 Available Adaptation options .....	29
5.2 Prioritization of Adaptation Options .....	36
5.3 Adaptation Options Decision Matrix .....	38
6. Implementation and Monitoring .....	41
7. Conclusions and Key Recommendations .....	41
Annex 1: Future Climatic Impacts in the project Livelihood zones .....	43

# 1. Introduction

Following the IFAD Social Environmental and Climate Analysis Procedures (SECAP), SADEP was classified as a **Substantial** climate risk project. As required by IFAD, any climate risk classification other than the “**low**” classification requires specific guidance on how to climate proof IFAD supported investments. In this case for SADEP, a Targeted Adaptation Assessment (TAA) was required.

## 1.1 Purpose of this study

The purpose of this assessment report was therefore to identify potential climate hazards, highlight future climate change risks in selected regions as well as to identify and recommend the key adaptation options to address to build resilience. A Targeted Adaptation Assessment aims to provide guidance during project implementation and ensure that the investments made are cushioned against climate change impacts, hence enhancing financial feasibility and sustainability of the project results. Along with the risk assessment, the report also describes the status of climate change related policy and strategy implementation in South Sudan and factors that exacerbate communities vulnerability to climate change.

The rest of this report is structured as follows. **Section 2** highlights the methodology approach undertaken. **Section 3** describes in brief some of the national related efforts such as policies and strategies relating to agriculture and climate change management in South Sudan. **Section 4** highlights the climate vulnerability drivers, climate risk and impact analysis; suggested adaptation options are presented in **Section 5**. **Section 6** gives suggestions on how the TAA maybe mainstreamed in project implementation; and the conclusions of the study are presented in **section 7**.

## 1.2 Methodological approach

This section briefly highlights the approach undertaken in the assessment. A brief desk literature review was undertaken to understand the background contexts to agriculture in South Sudan, including the related policies and strategies in agriculture and climate change. The literature review further focussed on identifying the types and extent of climate change disasters occurring in South Sudan, including in the selected projected sites and factors that exacerbates vulnerability of communities to climate change.

Data on past, current and future climate trends (temperature, precipitation) was sourced from a number of sources including regional climate data: <https://regioclim.climateanalytics.org/choices> and the World Bank Climate Knowledge Portal <https://climateknowledgeportal.worldbank.org/country/south-sudan#:~:text=South%20Sudan%20faces%20a%20number,the%20spread%20of%20waterborne%20diseases> (WB 2018)

Data on climate crop impact assessment for the selected value chains was sourced from the Climate Adaptation in Rural Development Assessment Tool: [Climate Adaptation in Rural Development \(CARD\) Assessment Tool \(ifad.org\)](https://climateadaptation.org/)

Identification of adaptation options were done through key informants (during the Design Mission Field Visit carried out in February, 2024; discussions with government technical officials; review of current adaptation options in South Sudan; from the IFAD Adaptation technology database; Extension and Training Guide on Climate Smart Agriculture for Extension Workers in South Sudan (GoM 2018); the updated National Determined Contribution (GoSS); the National Agriculture Policy among other documents.

### **1.3 Goal and Development Objective**

The SADEP seeks to 'contribute to enduring peace and reduced poverty' in South Sudan. SADEP's development objective is to 'enhance resilience, food and nutrition security in four target communities. The total SADEP cost is estimated at USD33.5 million over a seven year implementation period. As the representative of the borrower, the Ministry of Finance and Planning (MoFP) will have the overall responsibility of ensuring appropriate use of the loan funds and for liaising with IFAD on all aspects of loan management. However, the Ministry of Agriculture and Food Security (MoAFS) will be SADEP's Lead Implementation Agency (IA) and will use an implementation structure defined at the national, state and county levels.

#### **1.3.1 Targeting strategy**

The geographical targeting of SADEP considered: a) high poverty prevalence; b) relatively secure and low conflict area; c) production potential and presence of economic opportunities relevant to the project (sorghum and fisheries value chain); and d) counties experiencing food and nutrition vulnerabilities. The selection sought to consolidate IFAD's investments in fewer counties and achieve greater impact, rather than spreading resources too thinly across many areas and will leverage on READ's presence in Terekeka and will also leverage partnership with other development actors within the counties to harmonize and align investments to promote efficiency and effectiveness of interventions. Based on the set criteria, the following four counties in three neighbouring states were selected: a) Terekeka (Central Equatoria); b) Mundri West (Western Equatoria); c) Mvolo (Western Equatoria); and d) Bor (Jonglei).

SADEP's primary target groups will be: a) the poorest and poor households, identified at inception through participatory methodologies appropriate to their circumstances; and b) vulnerable people who have little access to assets and economic opportunities due to social exclusion, marginalization and the negative impact of climate change, targeted for participation in sorghum and fisheries-based livelihood groups (VSLAs, Cooperatives, SACCOS etc.) promoted by the Project.

The target outreach for the project is estimated at 18,700 rural agricultural households (HHs) corresponding to 112,500 persons who will be reached and supported through producer organisations.

#### **1.3.2 Expected Results**

Major results expected to be achieved by SADEP are: (i) Increased production and productivity of selected value chains through adoption of affordable climate smart agriculture and nutrition-sensitive production technologies; (ii) improved incomes and resilience through value-chain and enterprise development and access to

financial services; and (iii) strengthened institutional, policy and technical capacities. Global Environment Facility (GEF) will co-finance the project, with a focus on promoting climate adaptive and environmentally sound investments and practices throughout the value chain. This includes, resilient production methods, solar-based preservation, and processing, climate smart market and irrigation infrastructure, capacity building on climate adaptive practices and biodiversity conservation, strengthening early warning systems and enabling policy initiatives, market linkages and value addition. The project aims to achieve these results through the following three components:

### **1.3.3 Components**

**1. Component 1: Enhanced Climate-Adaptive Production, Productivity and Availability of Nutritious Food** – This component will focus on increasing production and productivity of targeted value chains through good agriculture practices, technologies, and climate-resilient infrastructures. It comprises the following subcomponents.

***Sub-component 1.1: Community-Led Planning and Prioritization*** – This subcomponent will serve as the entry point to the target communities and will employ a CDD approach. The core activities of the subcomponent are: a) elaboration of the county profiles for each of the selected four counties; b) recruitment of community facilitators and develop the facilitation guidelines. The SSLRP facilitation guidelines will serve as the basis and will be adapted to the SADEP situation; c) community sensitization; d) strengthen existing CBOs and support the emergence and capacity of new CBOs, where needed; e) identification of socio-economic, environmental and climatic challenges and opportunities within the sorghum and fisheries value chains; and f) development of cluster plans. The selection of Community Facilitators will take into account gender and conflict sensitivity. SADEP will ensure that members of the CBOs will be diverse and representative of the different categories of people considered vulnerable found within the communities (women, youth, PWDs, vulnerable households, etc.) The priorities identified in the plans will inform interventions under the different Project subcomponents.

***Subcomponent 1.2: Sustainable and Climate-Smart Nutrition-Sensitive Production Systems*** – This subcomponent aims at supporting priorities elaborated within the CPs for the target rural producers involved in farming and fishing to improve productivity, production, and nutrition security. Focus will be on sorghum production system and fisheries.

**Component 2: Enhanced Capacity for Postharvest Management and Handling** – This component is complementing Component 1. The objective of this component is to improve postharvest handling through a gender and youth lens by enhanced post-harvest management practices and technologies, business management and financial literacy skills. The component consists of two subcomponents.

**Sub-component 2.1: Community-Led and Resilient Rural Infrastructure** – This subcomponent supports enabling infrastructure for the targeted value chains. It will invest in the selected value chains-related infrastructure identified as crucial for food and nutrition security. It will support interventions aimed at addressing infrastructure-related constraints faced by smallholder farmers/fishers, their organisations and other relevant actors operating within the targeted value chains.

**Subcomponent 2.2: Capacity Building and Inclusive Post-Harvest Technologies and Practices** will provide a range of support to enhance the functioning of inclusive POs to improve post-harvest management for food and nutrition security informed by priorities identified in the community prioritization process. Particular attention will be given to women, youth and other vulnerable persons. Following below is a summary of the constraints and planned interventions.

### **Component 3: Institutional and Policy Strengthened, Project Coordination and Management.**

#### **Sub-component 3.1: Institutional and policy strengthening.**

*Institutional Strengthening* – This intervention will seek to augment the capacity of the institutions at the national, state and county levels that will be responsible for overseeing and/or implementing SADEP activities. Selection of the specific activities will be guided by the Capacities and Systems Needs Assessment that was done under the SSLRP that identified the existing capacity gaps at the national, state and county levels.

*Policy Support* – This intervention aims at ensuring that there is a supportive policy environment during and after implementation. While there is ample need for supporting government to formulate/revise/update different policies/strategies/acts/regulations to improve the regulatory function, SADEP will limit its focus on a small number of policy areas to ensure that those areas get adequately supported during Project implementation. The following areas were identified in liaison with government: a) support community participation in validation of Fisheries and Aquaculture Legal Framework (Bill); b) completion of pending draft seed policies/laws together with the provision of support to improve enforcement of seed inspection and certification regulations and seed import laws; and c) review and alignment of climate change adaptation-related national policies to improve cross-sector climate change adaptation policy coherence, including the integration of the role of the private sector. The process to be followed is detailed in the PIM.

**Sub-component 3.2: Project Coordination and Management.** This subcomponent seeks to provide SADEP with efficient and effective coordination, including planning and implementation, financial management and control, procurement support, monitoring, evaluation and

knowledge management, and progress reporting. It will also ensure liaison and linkages with all other projects/programmes being implemented in South Sudan that seek to address similar constraints. Implementation will be through third-party implementing partners. Details are provided under the implementation arrangements section.

#### **Component 4: Response to Emergency and Disaster (RED)**

The SECAP review highlights South Sudan's high vulnerability to climate change, extreme weather events, and pest outbreaks. Predictions indicate that these challenges will continue to jeopardize livelihoods, food security, and the well-being of rural populations, including those dependent on agriculture and fisheries, in the coming years.

The risks of these events to happen during the Project implementation is assessed as high. To mitigate these risks, a RED component is integrated within the SADEP Project. This component offers immediate support to affected populations, focusing on smallholder farmers and fishermen, complementing the national government-led response plans within the SADEP geographical area. The component is exclusively activated in response to extreme weather events, natural disasters, and pest outbreaks upon official declaration by an official organism of a natural disaster (drought and floods) or Pest outbreak (such as locusts/fall armyworms/quelea birds, etc.) and an official request to IFAD.

##### **1.3.4 Sustainability Strategy**

The project employs a range of interlinked strategies to ensure it achieves sustainable impacts for beneficiaries. First, ownership will be enhanced through participatory design process actively involving the National Project Delivery Team from the Government, and through a consultative process involving relevant stakeholders, thus ensuring strong buy-in. To achieve sustainable productivity impacts, the project will build technical capacities and develop sustainable models for maintenance and management of infrastructure and equipment to ensure sustainable marketing benefits nurturing long-term partnerships between businesses and producer groups in growing value chains will create market incentives for future self-sustaining trading relationships.

Climate and environmental sustainability will be achieved through promotion of climate-smart technologies and development of climate adapted infrastructure to mitigate climate risks.

Finally, building the capacity of Government institutions will help ensure effectiveness of projects and the sustainability of all IFAD investments. An emphasis on post-project sustainability (administrative responsibility, budgetary allocation) will be integrated into project designs and will form part of exit strategies negotiated with the Government. Attention will be given to strengthening fisheries management capacities, regulatory systems and promoting good practices to ensure sustainable fisheries resources.

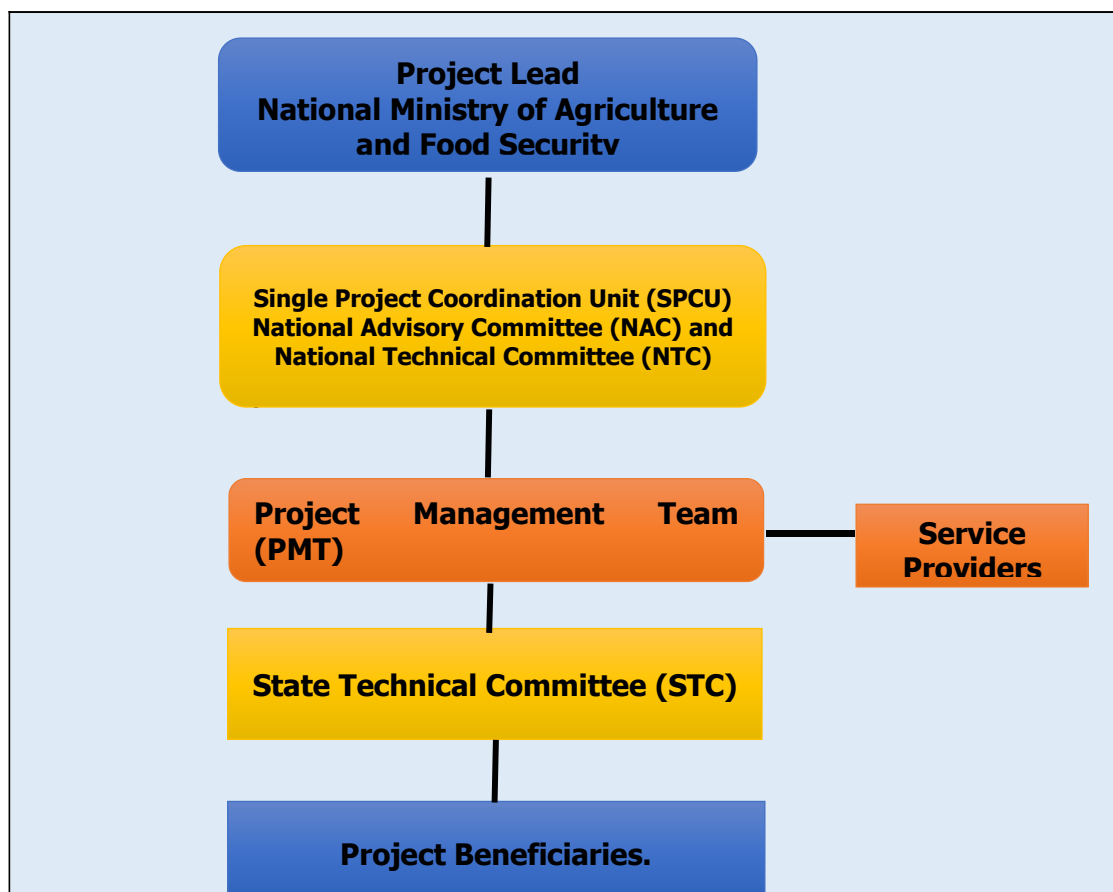


During the design phase, an exit strategy will be elaborated, notably building on experience gained from the ongoing South Sudan Livelihoods Resilience Project (SSLRP), to ensure that investments continue to be developed and maintained through reinvestment by institutions, stakeholders, and individual initiatives.

### **1.3.5 Organisational set-up**

SADEP will be implemented by MoAFS and will provide oversight and support through the Single Project Coordinating Unit (SPCU) and other support committees. Building on lessons learnt and ongoing developments in the country, SADEP will be implemented through tailored implementation arrangements with the involvement of competitively recruited third-party Implementing Agencies (IAs) that will be responsible for implementation of technical interventions, through sub-agreements with competitively recruited service providers under oversight of MoAFS SPCU.

A National Advisory Committee (NAC) will be established to provide strategic operational guidance on a quarterly and annual basis, and additional special meetings for approval of project documents, and approves the AWPBs and progress reports before they are submitted to IFAD for 'No Objection'. A National Technical Committee (NTC) will also be part of the governance structure, providing technical guidance of the project. During the design modalities for inclusion of representatives from the Ministry of Environment and Forestry and Forestry, and Ministry of Animal Resources and Fisheries to the different governance structures will be elaborated. A State Technical Committee (STC) will be established in each of the project intervention areas, in line with the country's institutional development policies. The STC will ensure oversight, coordination, and timely and quality implementation of activities, engage with relevant state-level ministry staff and County Agricultural Departments and other partners for the effective implementation and coordination of activities, build partnerships, and provide comprehensive inputs to the AWPBs.



A review of IFAD’s previous interventions in South Sudan identified the following lessons that should be addressed during SADEP design and/or its implementation:

- a. The weak governance systems with risks of fraud and corruption, limited institutional capacities, limited availability of rural service providers and poor coordination mechanisms. Therefore, development partners have been outsourcing project implementation to third party implementing agencies (IA); however, whilst reducing delivery risks, this arrangement limits opportunities to build Government capacity, thus compromising the sustainability of project achievements.
- b. High recurrent costs due to high staff salaries and outsourcing of implementation of technical activities to third party implementing partners.
- c. Limited technical and managerial capacity of project implementation staff and service providers affecting project performance and therefore the need to prioritize capacity development at all levels.
- d. Long delay for project entry into force and start-up of its activities.
- e. To address environmental, social, and climate risks, key management strategies include linking procurement to SECAP risks and devising mitigation measures, gender-inclusive targeting, an Environmental, Social, and Climate Management Framework/Plan (ESCMF/P), and a comprehensive risk management strategy are critical. Considering the substantial climate risk, a targeted adaptation assessment will be

carried crucial for identifying specific vulnerabilities to climate change within a community or ecosystem and determining the most effective adaptation measures. These strategies are crucial for project design since they guide the development of the Project Implementation Manual and ensure sustainable and inclusive outcomes.

## **2. Policy and legal framework for climate Adaptation**

### **Second Nationally Determined Contribution**

Second Nationally Determined Contribution (to the Paris Agreement; SNDC 2021) South Sudan formulated its first NDC in 2015, and submitted its second NDC in 2021. The SNDC identified 14 sectors<sup>24</sup> and includes adaptation and mitigation strategies for each. The proposed sectoral strategies, if implemented, will move South Sudan onto an ambitious decarbonization pathway compatible with the Paris Agreement's goal of holding global temperature rise to well below 2C, with efforts to limited temperature rise to 1.5C above preindustrial levels. The strategies also promote climate resilient development. The SNDC estimates that South Sudan will require a total of USD100 billion for the implementation of all NDC interventions and strategies over a period of 10 years.

### **National Adaptation Plan (NAP)**

This first National Adaptation Plan (NAP) fulfils the mandate to strategise climate change adaptation and efforts to reduce community vulnerability and variability to climate change. These mandates are committed by a comprehensive framework for building resilience across all segments of society. The NAP guides direct implementation and policy from national level, down to communities and households. The NAP consists of three priority pillars: 1. Building climate resilient communities; 2. Building a climate resilient economy and development trajectory; and 3. Building a climate-resilient environment and ecosystems.

### **Nationally Determined Contribution (Revised 2021)**

This update to the first NDC has several key elements. Adaptation is addressed through the identification of high-priority adaptation and resilient building interventions targeting the most vulnerable sectors and disaster-prone areas. Greenhouse (GHG) mitigation is addressed through the setting of fair and ambitious GHG emission reduction targets for the period 2021-2030 in key sectors to ensure reductions from the current business as usual emissions trajectory harmonized with national development planning processes, objectives, priorities and circumstances.

### **National Environment Policy (2015-2025) and South Sudan National Draft Environmental Protection Bill (2012)**

The National Environment Policy calls for the development of a national strategy for climate change adaptation and mitigation, the formulation of a climate change policy for South Sudan, and support for efforts to reduce community vulnerability to climate variability and change. The NAP will serve as the country's national strategy and action plan for climate change adaptation and will provide a framework and specific steps for addressing vulnerability.

### **National Biodiversity Strategy and Action Plan 2018-2027 (NBSAP)**

The NBSAP recognizes the importance of climate change to biodiversity and conservation, specifically referencing the possibility of impacts from changing rainfall regimes, river flow patterns and the increasing potential for fires, droughts, floods and other threats.

### **UNFCCC/Paris Agreement**

South Sudan ratified the Paris Agreement on 22 April 2016. The Agreement requires all parties to put forward their best efforts through nationally developed contributions. In the case of South Sudan, this covers both adaptation and mitigation. The country's signature on the Paris Agreement therefore supports the mandate to initiate the NAP process.

### **United Nations Framework convention on Climate Change (UNFCCC) (1992)**

The (UNFCCC) seeks to regulate levels of greenhouse gases (GHGs) concentration in the atmosphere, to avoid the occurrence of climate change at levels that would harm economic development, or that would impede food production activities. The Convention is founded on the principle that contracting parties should take courses of action, in respect of their economic and social activities, and with regard to the Convention's specific requirements, that will protect the climate system for present and future generations. SADEP project should assist in the implementation of the specific requirements of this Convention.

**The Sudan Environmental Protection Act (2001)** (enacted prior to South Sudan's statehood) has the following objectives: i) to protect the environment in its holistic definition for the realization of sustainable development; ii) to improve the environment and the sustainable exploitation of natural resources; and iii) to create a link between environmental and developmental issues, and to empower concerned national authorities and organs to assume an effective role in environmental protection.

**The Forest Policy (2014)**, recognizes the critical role played by forests in providing "critical environmental services, water catchment and in mitigating climate change." The forestry policy proposes the ratification of the UNFCCC so that the country can benefit from the Clean Development Mechanism (CDM). It also proposes establishing a designated national authority "to facilitate the flow of climate change benefits to South Sudan." The policy also emphasizes the need for measures "so that South Sudan can access financing under REDD." (REDD refers to Reducing emissions from deforestation and forest degradation). It calls for delineation and gazettement of forests to attain a national forest cover of 20 per cent of land area.

**Policy on Agriculture and Livestock 2012**, aims to transform agriculture from traditional/subsistence system to achieve food security through science-based, market oriented, competitive, and profitable agricultural system without compromising the sustainability of the natural resources for generations to come.

To achieve the above, it developed key strategic objectives that include:

- i) Priority policies that quickly boosts agricultural production,
- ii) Make available agricultural inputs, including credit facility, at affordable cost,
- iii) Rehabilitate and expand rural infrastructure including feeder roads, markets,
- iv) Develop and provide research and extension services, and market linkages,
- v) Develop and strengthen institutional and human resource capacity; and
- vi) Protect, regenerate and conserve natural resources; formulate policy incentives for rational and sustainable management and utilization.

SADEP sub-component 1 relate to the objects of the policy in terms of:

- promoting climate resilient agricultural practices
- increasing access to quality inputs
- promoting value addition and agro processing

These initiatives will impact on both social and environment. It is important that SADEP implementing unit align to provisions of this policy while promoting commercial agriculture. The initiatives should not compromise the welfare of soil and water resources by adapting to climate resilient measures.

**The Food Security Policy (2012)** supports policy measures and strategies meant to mitigate the adverse effects and impacts from climate change in the medium and long-term. These include the development of community adaptive capacity for climate change through the development of crops that can resist droughts and floods changes.

SADEP approach to strengthen communities to lead development projects, is a proactive mitigating inter-community conflicts due to competition for resources because of adverse impacts of climate. And this arrangement blends very well with provisions and objectives of food policy.

**The Pesticide Control Bill for South Sudan (Proposed as of 2021)** addresses all stages of the pesticide life cycle from the manufacture, import, packaging, storage, use and final disposal of pesticides, to ensure their quality, efficacy and safety; so that they do not set off any damage to the environment and cause human and animal health hazards. Chapter IX focuses on Safety, Health and Environmental Measures including appropriate use of pesticides and their products and in the context of integrated pest management. There are also guidelines on occupational safety, reporting of accidents, intervals of harvest after application of pesticides, control of pesticides residues in food, and associated duty of care.

**Fisheries Policy 2012 – 2017** aims at responding to climate change and natural disasters through research and development of strategies. It provides a framework to manage fisheries resources to maximize production and avoid overfishing and to prevent destruction of wetlands and promote their conservation.

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

### **Administrative Arrangements**

Lead Agency: Ministry of Environment and Forestry (MoEF) MoEF serves as the lead agency responsible for addressing the challenges of climate change over the

medium and long term. MoEF plays a coordination and implementation role and serves as the national focal point to the UNFCCC and the National Designated Authority (NDA) to the GCF. MoFP will serve as the lead agency to coordinate the formulation and implementation of the NAP. MoEF has several important agencies nested within it that are relevant to formulating and implementing South Sudan's response to climate change.

### **3. Indication of Hazard, exposure, sensitivity and adaptive capacity**

#### **Summary Climate Situation**

- Average temperatures have increased by approximately 1-1.5°C since the 1970s.
- The average annual temperature across South Sudan is expected to increase by approximately 1-1.5°C by 2060, which will likely result in more extreme heat days and longer heat waves.
- Station data suggests annual and rainy season average precipitation levels have either remained broadly constant or declined since the 1970s, while gridded observational datasets suggest slightly increasing precipitation over the past decades.
- Large year-to-year variability in precipitation, often shifting from 50 percent lower than average rainfall in one year, to 50 percent higher than the average the next year. In 2017, extreme flooding led to the displacement of approximately 100,000 people.
- South Sudan has experienced four consecutive years now of record-breaking rains and floods covering two-thirds of the country and left people without food or land to cultivate.
- A majority of climate models project a likelihood of slightly increasing total annual precipitation, particularly increases in the November – March dry season. However, projections for changes in precipitation vary greatly; some models project decreasing rainy season length and total annual precipitation, potentially resulting in increased drought occurrence.
- Increasing delays and early finishes of the rainy season, resulting in overall shortening of the season and making predictions of the onset and cessation of the rainy season extremely difficult.
- Droughts have become more frequent and widespread since the 1960s, when flooding occurred in the Upper Nile. In 2015 South Sudan experienced severe drought that accompanied an El Niño event.

#### **3.1 Introduction**

Floods and droughts are a part of life in South Sudan due to natural climatic variability. Over generations, the people of South Sudan have developed strategies to address these hazards. However, there are indications that anthropogenic global warming is contributing to change in South Sudan's climate and that these changes will only increase in the future. These changes take the form of sudden shocks, such as extreme rainfall and flooding, and longer-term stressors, which include gradual increases in temperature and changes to seasonal precipitation patterns and averages. These processes have already had negative socio-economic impacts on the people of South Sudan in terms of increased crop

losses, loss of pasture lands and water resources for livestock, reduction of critical habitats for biodiversity in wetlands and forests, reduction in river flows and adverse impacts on key habitats in wetland ecosystems.

Although South Sudan lies within the tropics, the climate ranges from arid (Tropical Semi-Humid with a short rainy season) in the north to tropical wet-and-dry (Tropical Wet-Dry and Tropical Rainy climates with longer wet seasons) in the far southwest. Temperatures do not vary greatly with the season at any location; the most significant climatic variables are rainfall and the length of the dry season.

Climate variability and change disproportionately affect the poorest and most food insecure through a combination of decreasing crop production, increasing human and animal diseases, flooding, inter-communal conflicts over resources, dry spells, and unpredictable weather. Recent events such as floods (2013, and 2014), droughts (2008, 2010 and 2011), inter-communal conflicts, civil war (2013/2014) and cattle rustling, combined with increasingly erratic weather all highlight the sensitivity of livelihoods to climate related risks.

The following is an analysis of the trends of various climatic variables in South Sudan and the risk they pose to agriculture and other related sectors. The variables include rainfall, temperature, Humidity, and will be studied in the backdrop of the National Livelihoods zoning system so that the impacts of the variables on food security can be assessed.

### **3.2 Rainfall Trends**

Rainfall is the key climatic variable influencing food security in South Sudan. In general, there is a projected long-term increase in rainfall variability and the accompanying intensity and frequency of floods and droughts, as well as hazards such as animal diseases, conflicts and land degradation, water management (WFP, 2014).

On average, most of the annual precipitation falls between May and November. This is determined by the passage of the rain belt i.e. the Inter Tropical Convergence Zone (ITCZ) between the northern and southern spheres. This determines land use patterns of cultivation, livestock grazing and fisheries.

Between the mid-1970s and late 2000s, summer rainfall decreased by 15–20 percent across parts of South Sudan, placing already food insecure populations at greater risk. These declines can be visualized in three ways: as a contraction of the region receiving adequate rainfall for viable agricultural livelihoods, as a map of anticipated changes in rainfall, and as time-series plots of selected regions.

Figure 1 highlights that the semi-arid areas of the south-eastern and northern regions of South Sudan receive the least rainfall. In contrast, the area around the greenbelt of south-western region tends to receive more rainfall.



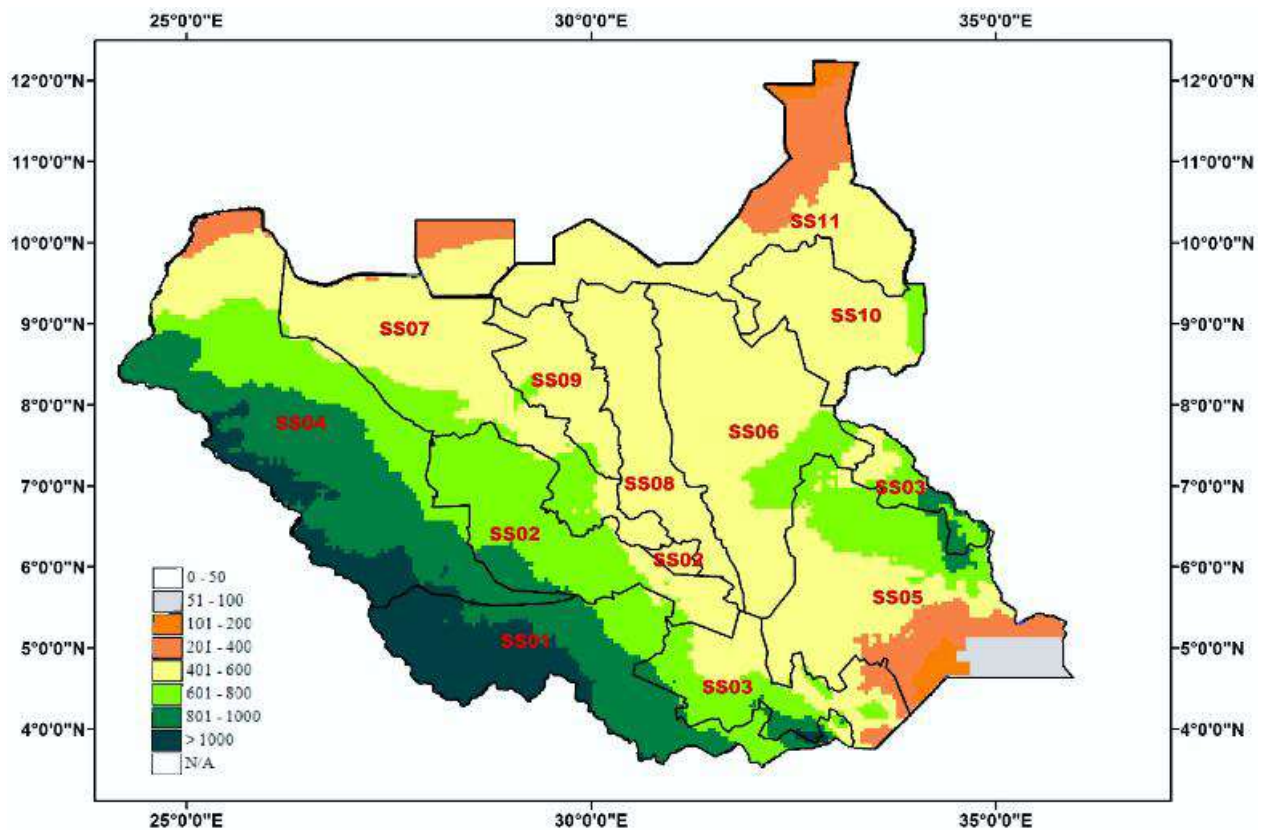


Figure 1: Key livelihood systems overlaid with rainfall climatology (WFP, 2014)(Base period 1971 to 2000)

Rainfall decrease in the central parts of the country is remarkable, yet it supports crop farming. Combined with observed increases in temperature, this trend can significantly reduce water availability for agriculture and therefore reduce the suitability of certain areas for crop production. There is also evidence of frequent increasingly high rainfall leading to flooding in some agriculturally productive areas in the country. Some traditionally dry areas are getting drier noticeably in the south-eastern and northern semi-arid areas.

### 3.3 Contraction of the Region Receiving Adequate Rainfall.

The rainfall declines can be visualised as a contraction of the region receiving adequate rainfall for viable agricultural livelihoods. This has been done by comparing three periods:

- 1960–1989 from observed data
- 1990– 2009 from observed data
- 2010–2039 Predicted from models

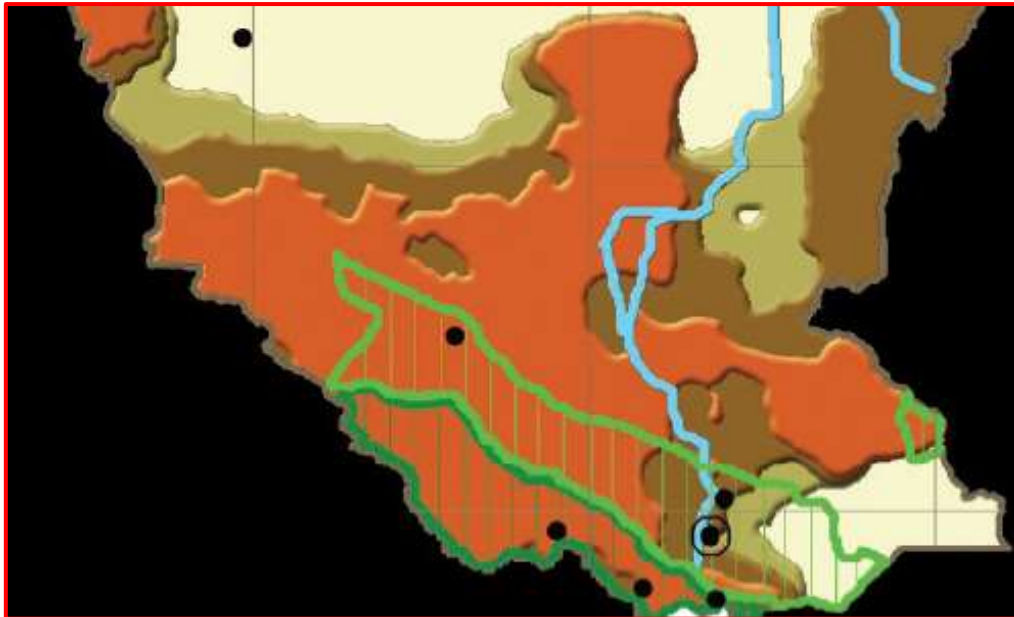


Figure 2: Location of 500-millimeter rainfall isohyets 1960–2039  
 Average location of the 500-millimeter rainfall isohyets for the years 1960–1989 (light brown), 1990– 2009 (dark brown), and 2010–2039 (predicted, orange). The green polygons in the foreground show the main crop surplus region (the Greenbelt livelihood zone) and the agro-pastoral Ironstone Plateau and Hills and Mountains livelihood zones. (GoSS, 2018)

South Sudan receives most of its rain between June and September, and rainfall totals of more than 500 millimetres (mm) during this season typically provide enough water for farming and livestock. Between 1960 and 1989, the region receiving (on average) this much rain or more was vast, over 858,000 square kilometres (km<sup>2</sup>). This region is shown in light brown in figure 5-3 and should be understood to lie beneath the dark brown and orange areas. Over the past 20 years, this region has contracted (dark brown polygon), exposing populations in Jonglei, and East Equatoria to increased rainfall deficits. In Jonglei and East Equatoria, the 500mm contour shifted from approximately 33 degrees east to 32 degrees east.

If present rainfall trends continue, by 2025 the drying impacts likely will reach into, Central Equatoria, and Al Buhairat (Figure 2, orange polygon). The area receiving more than 500mm of rainfall could shrink by 30 percent of the 1960–89 area, leaving a large number of people exposed to increased food insecurity and impacting crop production in the south-eastern part of the country.

### 3.3.1 Map of Anticipated Changes in Rainfall

Rainfall reductions can be visualized by combining the observed 1960–2009 changes with predicted 2010–39 changes, based on persistence of the observed trends (Figure 3). Rainfall declines range from -150 to -50 mm across the country, large numbers for a drought-prone country. Observed changes alone account for 63 percent of the change magnitudes.

The southern and central regions exhibit a decrease in rainfall, whilst some parts of the western and eastern regions exhibit an increase in rainfall (Figure 3). The driest part of the country includes the semi-arid areas of the south-eastern region.

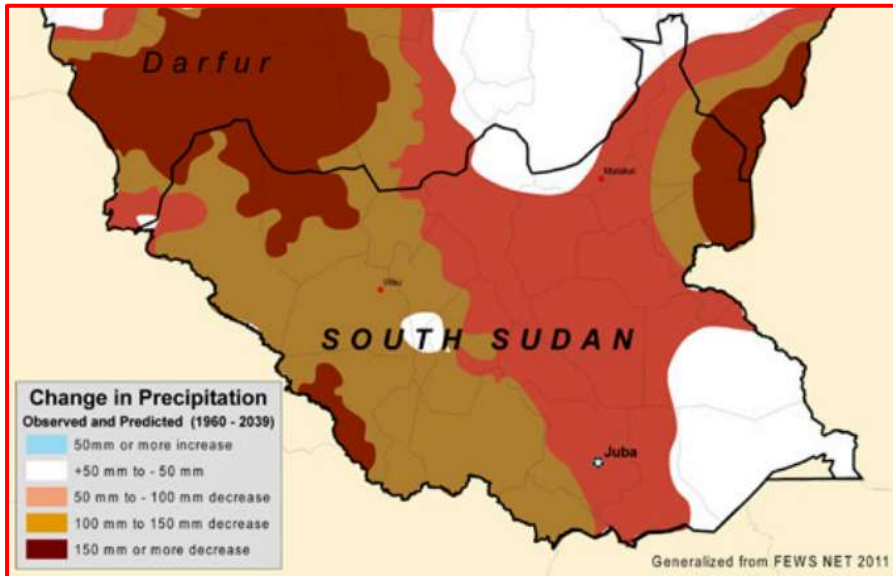


Figure 3: Anticipate Rainfall changes 1960 – 2030 (GoSS, 2018)

### 3.4 Rainfall Time-Series Plot for South Sudan

Smoothed time series (5-year running means) of 1900 – 2009 rainfall, extracted for South Sudan (3 to 7 degrees north, 27 to 35 degrees east), show that 1990–2009 rainfall has been, on average, about 20 percent lower (-1 standard deviation) than rainfall between 1900 and 1989. (Figure 4).

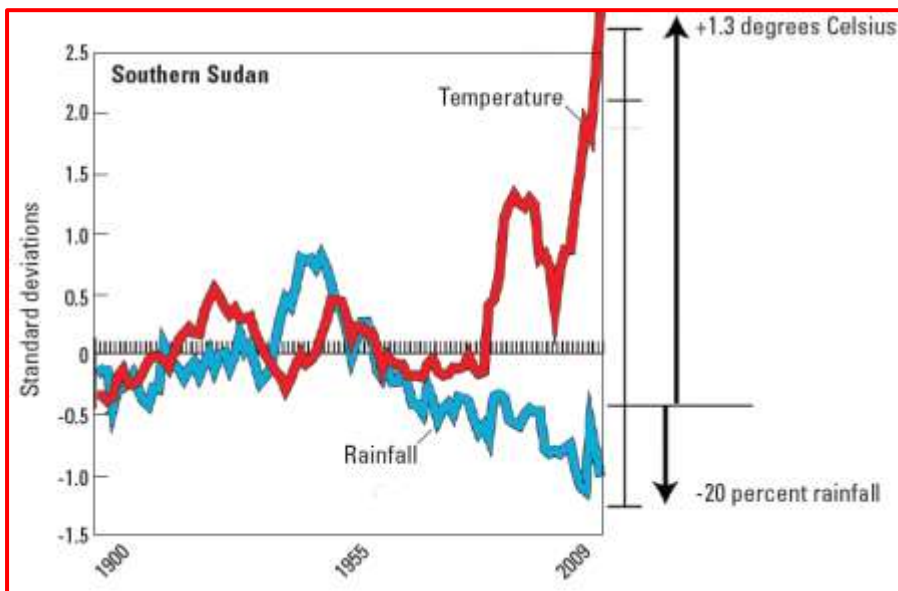


Figure 4: Observed and projected change in rainfall and temperature. (FEWSNET, 2011).

#### 3.4.1 Rainfall Variability

Rainfall patterns in South Sudan vary in seasonality, duration, and regularity both in latitude and longitude. Figure 5 shows that on average, the seasonal rainfall starts in April/May and ends in October/November. The long rains occur between

May to November across most of the country except in the south-eastern parts of the country which has bimodal rains.

Most of the annual precipitation falls between May and November. This is determined by the passage of the rain belt, Inter Tropical Convergence Zone (ITCZ) between the northern and southern spheres.

The seasonal climate patterns cause cyclic relations in the ecosystem and hence determine land use patterns of cultivation, livestock grazing and fisheries. Annual mean precipitation decreases from south-west/west to eastern/north-eastern, from about 1000 to 200 mm/year (WFP, 2014).

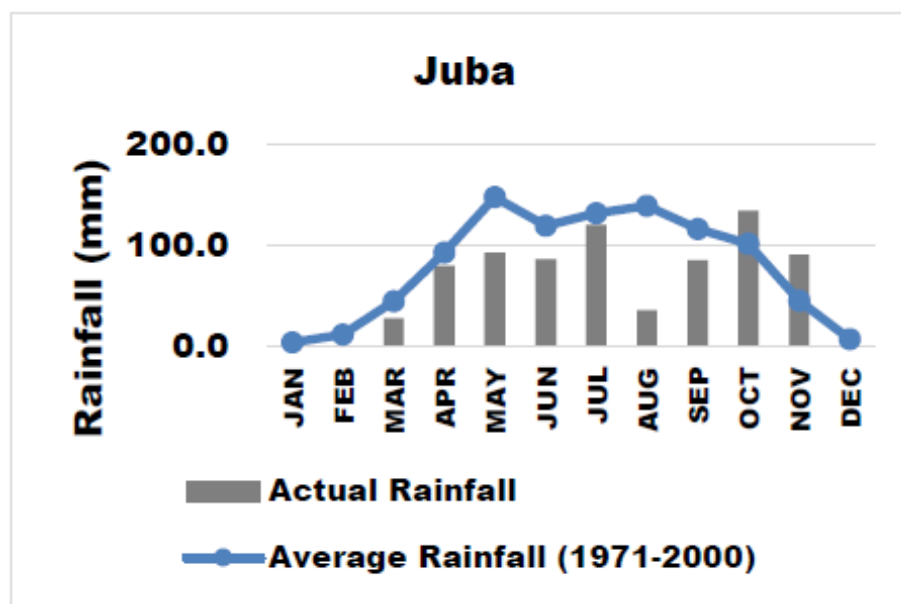


Figure 5: Mean annual rainfall cycle for Juba. (WFP, 2014)  
 (The 2013 actual rainfall is shown in grey bars, and the mean annual cycle (1971-2000) is shown in the blue line.)

Most of the country has a semi-humid climate, with annual rainfall ranging from 200 mm in the southeast (Eastern Equatoria) to 2200 mm in the forest zone in Western Equatoria and the Equatoria highlands. Western Equatoria and the highland parts of Eastern Equatoria receives 1,200-2,200 mm of rainfall annually. The lowland areas of Eastern Equatoria, Jonglei, Upper Nile and Bahr el Ghazal receive between 700 and 1,300 mm of rainfall per year. The south-eastern tip of Eastern Equatoria receives the least annual rainfall at about 200 mm (WFP, 2014). The driest part of the country includes the semi-arid areas of the northern, eastern, and south-eastern regions of the country, where variability in rainfall is high.

Figure 6 gives spatial rainfall trends analysis over the 11 livelihood zones for the period 1961 to 2013. Analysis from weather station data for that period (1961-2013) indicate high rainfall variability across the regions:

- the southern and central regions have experienced decrease in rainfall
- some parts of the western and eastern regions have experienced increase in rainfall.
- The rainfall trend in the rich agricultural green belt is slightly decreasing while increasing in the semi-arid. (It should be noted, however, that in a

semi-arid area, an increase of 1mm of rainfall would still exaggerate the trend upwards).

- There is a noticeable decreasing trend in livelihood zones SS03, SS06 and SS07 (see Annex 1).

The rainfall variability has resulted in the following:

- the seasonal rainfall variability is causing seasonal flooding of the floodplains. south-eastern region, coinciding with the highest food insecurity levels.
- A trend of decreasing annual rainfall is contributing to drought conditions in many parts of South Sudan. This evident from the coefficient of variability of rainfall that shows an overall increasing trend, suggesting greater rainfall unreliability.
- Changes in climatic patterns, both long-term and seasonal, have a detrimental effect on livelihoods that depend on climate-sensitive income, such as seasonal or daily agricultural labour, sale of rain fed crops, and fishing.
- A reduction in rainfall in combination with increasing temperatures could result in more intense or longer dry spells, as well as consecutive droughts as seen in the semi-arid agro-ecological zones.

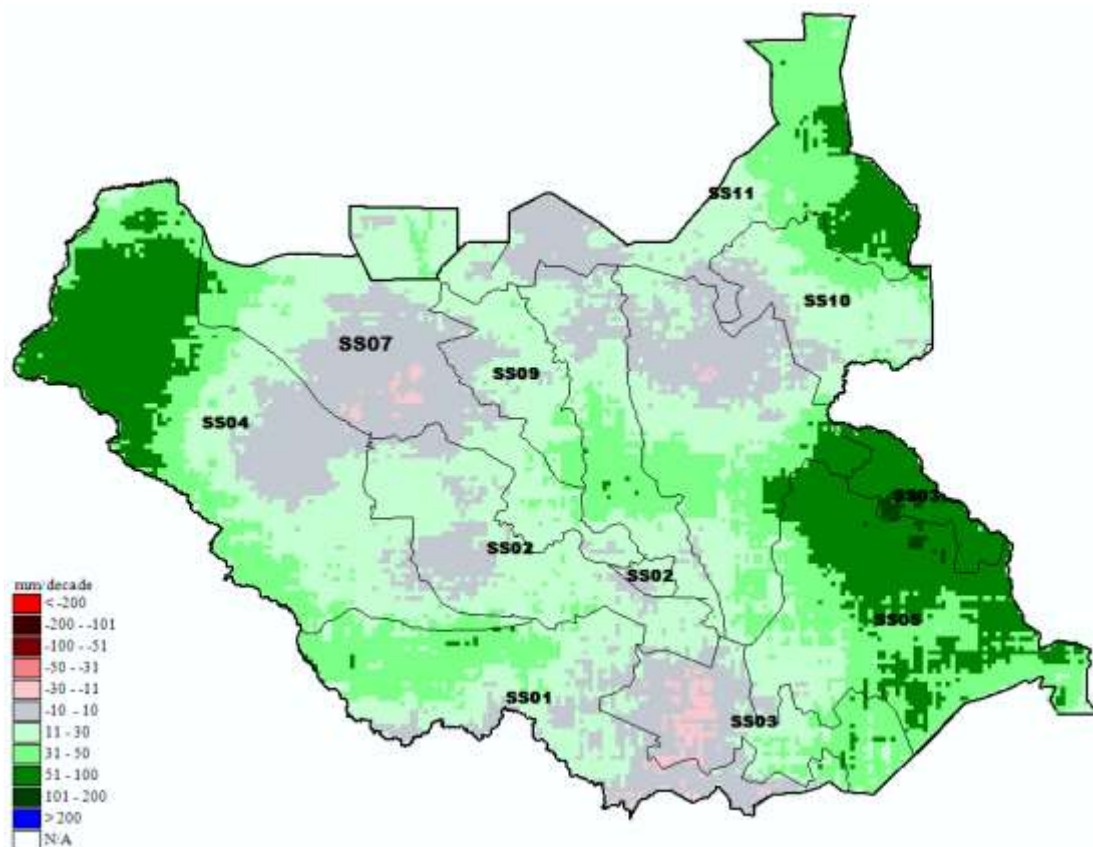


Figure 6: Rainfall trend overlaid with livelihood zones. (WFP, 2014)  
(grey areas are decreasing in trend while green areas increasing trend)

### 3.4.1 Rainfall and Crop Production Relationship

Precipitation is projected to increase by 4 percent per decade. Rainfall variability will also increase together with increased frequencies of both droughts and floods

(USAID 2016). Floods, flash floods, and possibly landslides affect the southern and south-eastern parts of the country as well as the mountainous areas in the northeast, while droughts affect more the northern parts and areas in the middle and middle west of the country. Communities that are most vulnerable to droughts and floods are pastoralists, poor farmers, and generally poor families with senior members, children, and women (Sayed and Abdala 2013).

Using first-differences time series for rainfall and cereals production (i.e. the difference in values from one year to the next), the relationship between climate and crop production is evaluated (Figure 11). The analysis shows that wetter years are associated with higher crop production although too much rainfall could lead to flood events and consequently to lower crop production or destruction.

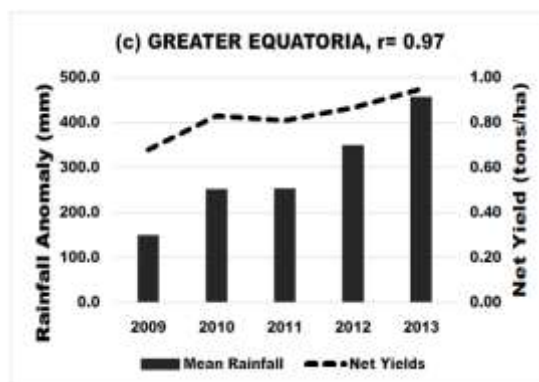


Figure 7 Relationship between precipitation and crop yield first differences (WFP, 2014)

### 3.5 Temperature Trends

Temperatures have increased by more than 1 degree Celsius (°C) across much of South Sudan. As with rainfall, these changes can be visualized as expansions of hot (and in this case dry) areas, as maps of anticipated changes, or as time series (GoSS, 2018).

#### 3.5.1 Expansions of Hot (Dry) Areas



Figure 8: Location of the 30 degrees Celsius isotherm 1960–2039  
 Temperature change in Sudan. Average location of the 30 degrees Celsius isotherm for the years 1960 – 1989 (light brown), 1990 – 2009 (dark brown), and 2010 – 2039 (predicted, orange). The green polygons in the foreground show the main crop surplus region (the Green Belt livelihood zone) and the agro-pastoral Ironstone Plateau and Hills and Mountains livelihood zones. Areas north of this line are extremely hot; this intense heat makes plant growth and pastoral livelihoods difficult (GoSS, 2018).

Figure 7 shows warming in South Sudan as successive advances of the average temperatures, represented here by the 30°C contour line. Areas of Sudan warmer than 30°C correspond with regions of sparse vegetation and low rainfall. This transition to an even warmer climate has strong food security implications, reducing crop harvests and pasture availability, and amplifying the impact of droughts in this sensitive area.

### Map of Anticipated Changes in Temperature

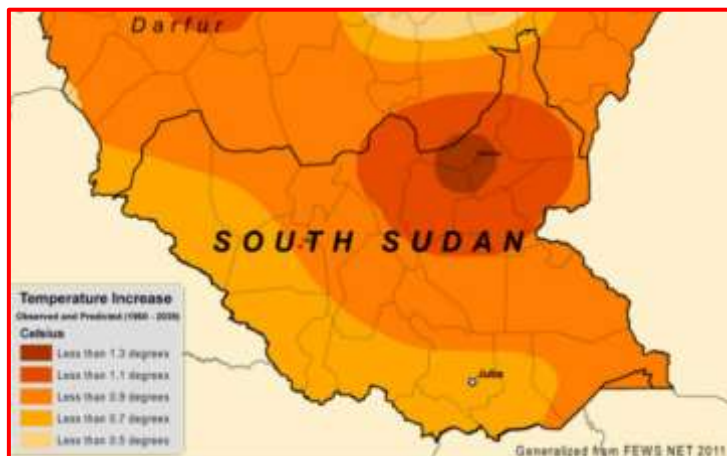


Figure 9: Temperature changes in South Sudan 1960 – 2039 (GoSS, 2018).

Over the past 30 years, South Sudan has been among the most rapidly warming locations on the globe, with station temperatures increasing as much as 0.4°C per decade. Assuming these trends persist, a composite can be created of observed and anticipated air temperature changes (Figure 8). Again, observed changes alone account for 63 percent of the change magnitudes. The spatial pattern of warming corresponds (broadly) with the areas associated with reduced precipitation. Generally South Sudan is becoming drier and hotter, which is consistent with an increase in atmospheric circulation bringing dry subsiding air during the main rainy season (June–September).

### 3.5.2 Temperature Time-Series Plot for South Sudan

Time series of air temperature data (Figure 8), (5-year running means) show that the magnitude of recent warming is large and unprecedented within the past 110 years. It was estimated that the 1975 to 2009 warming was more than 1.3°C for South Sudan. Given that the standard deviation of annual air temperatures in these regions is approximately 0.5°C, these increases represent a large (2+ standard deviations) change from the climatic norm. Such warming, in regions

with extremely high average air temperatures, can amplify the impact of water shortages on agriculture.

### 3.5.3 Temperatures and the Effect of Droughts

Mean temperature in South Sudan are projected to increase by up to 3°C by 2050, and the vulnerable sectors to rises in temperature are particularly rainfed agriculture, aquaculture, natural ecology systems and biodiversity, water resources, and energy (production and consumption). This ultimately increases the vulnerability of certain communities, such as poor farmers, pastoralists and generally communities that rely on rainfed agriculture.

Increasing air temperatures, especially in very warm regions, can reduce evapotranspiration<sup>1</sup>. Over the past 20 years, declines in evapotranspiration (Figure 10) are larger for South Sudan (approximately -28 percent) than the associated decreases in rainfall (approximately -10 percent). Temperature impacts appear to be amplifying the effects of drought.

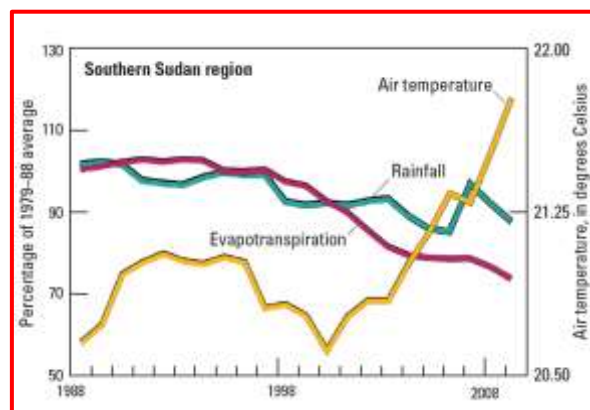


Figure 10: Rainfall, Evapotranspiration, & Air Temperature Trends. (Smoothed time series of June through September rainfall, actual evapotranspiration, and average air temperature for South Sudan.) (FEWSNET, 2011).

While limitations inherent in the available data and models make all the estimates uncertain, both simple plots based on available station data and results from sophisticated land-surface models (Figure 10) tell a similar story; South Sudan is experiencing substantially warmer and drier weather, and the combination of these effects is reducing evapotranspiration and producing more frequent droughts.

## 4. Sector Vulnerabilities

Agriculture sector is the most critical for economic and social development, while simultaneously being the most vulnerable to climate change. The agriculture sector is key to the future of the country for several reasons. Given that most

<sup>1</sup> Under normal growing conditions, with plenty of available water, energy from the sun causes evaporation of water from the soil and transpiration of water vapor from leaves. The combination of these two flows of water vapor is called evapotranspiration. Year-to-year variations in evapotranspiration are strongly related to changes in plant growth, cereal formation and filling, end-of-season yields, and pasture biomass.



people depend on livestock and crops for survival, a healthy and resilient agriculture sector is critical for long-term peace and development.

Currently, productivity in the agriculture sector is extremely low. Major challenges include lack of inputs, poor land management leading to salinization, runoff, erosion and loss of fertility, absence of extension services and an absence of meteorological information. Moreover, despite the abundance of surface and (predicted) groundwater resources, low water availability is the biggest challenge for improving agricultural productivity, as most farmers are dependent on seasonal rains (Qureshi et al., 2018).

#### 4.1 Agriculture in General

Figure 9 summarizes the potential effects of climate stressors, including drought, rainfall variability, floods, temperature increases, on agriculture. The climate impacts point to the connection between climate change in South Sudan and agricultural productivity. It shows that four climate stressors – temperature increase, rainfall variability, droughts, and floods – affect the agricultural sector and ultimately reduce its productivity. This predominantly affects poor farmers, poor people, senior citizens, children, and women particularly in the northern, middle, and middle-western parts of the country.

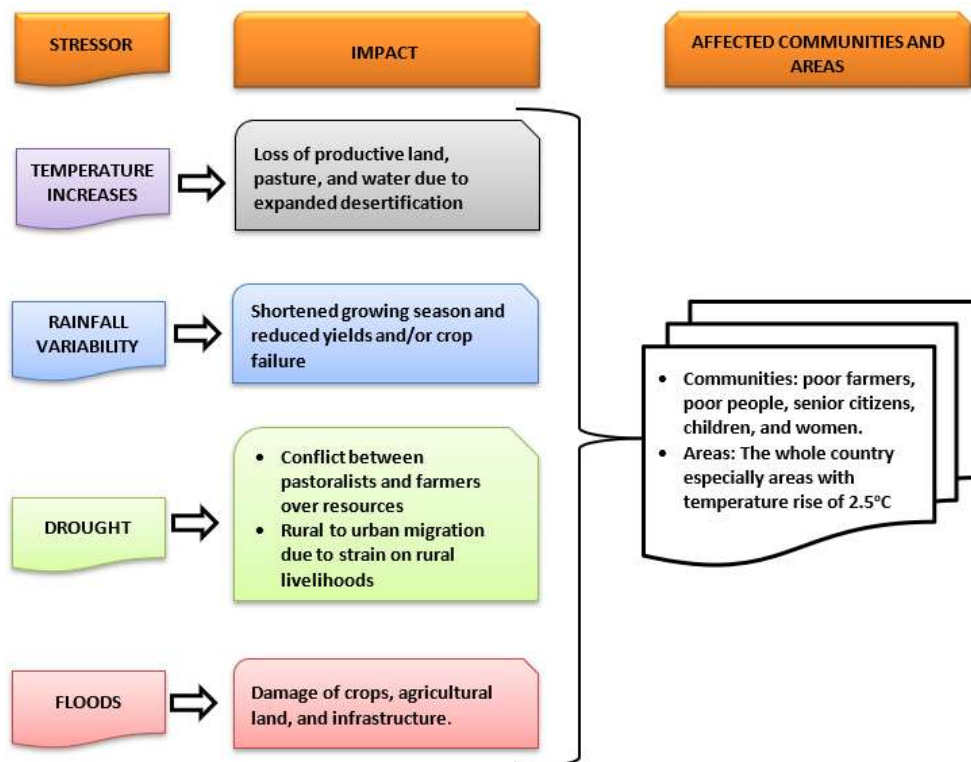


Figure 1: Climate stressors and their potential impacts on agriculture. (Adapted from Siddig et al, 2018;)

#### 4.2 Crop Agriculture

A significant source of vulnerability to crop agriculture stems from the fact that it is mainly rain-fed and as rainfall becomes increasingly unpredictable and variable, it will have increasing impacts on productivity and consequently, the livelihoods

of farmers. For example, almost 70 percent of the variability in production of grain and cereal in South Sudan is due to variable rainfall. Sorghum, the most important crop in South Sudan (70 percent of cultivated area), is particularly vulnerable and recent research suggests that climate change may result in reductions of sorghum yields by 5-25 percent between now and 2050 (GoNMFA, 2018). Maize (27 percent of cultivated area) is also sensitive to variable rainfall patterns, particularly in dry periods with increased temperatures, while sorghum and millet are more resilient to projected climate changes (USAID, 2019).

Current and expected impacts on crop agriculture include:

- Increased evapotranspiration in plants and reduction of soil moisture, increasing the amount of water crops will need. At the same time, reduced rainfall in combination with increasing temperatures could make reliance on rain-fed agriculture no longer feasible in many parts of the country.
- Increased rainfall variability affecting the onset and length of the rainy season, have led to delayed planting and earlier harvesting, leading to a shortened growing season and reduced yields and/or crop failure. Seasonal patterns have become erratic and are expected to worsen in the future.
- Increased soil degradation due to wildfires and extreme meteorological conditions contributes to declining agricultural yields and diminution of long-term sustainability.
- Increased temperatures have biophysical impacts on many economically and nutritionally important plant species. Crops such as wheat and sorghum and maize reach their thermal maximum temperatures, thus producing lower yields.

### **4.3 Livestock agriculture**

South Sudan has among the largest livestock populations in Africa and livestock have a high cultural value in the country. This contributes to potential vulnerability as climate change threatens livestock and the pastoralist communities that depend on them due to the loss of pasture lands and reduced access to water resources. There is also a potential nexus between climate change impacts on livestock health and numbers and an increase in intergroup strife, as conflict between different pastoralist communities seems to be exacerbated in times of drought and flooding.

The existing conditions for animal husbandry create a development deficit that also contributes to climate vulnerabilities. Livestock is characterized by low calving percentages at 30 percent, high death rates for young stock (ranging from 15-40 per cent) and adult death rates ranging from 5-10 per cent per annum. It is likely that livestock will be further stressed, especially during critical reproductive and developmental life cycle phases, by the increased temperatures brought about by climate change, as well as an uptick in cattle diseases. The positive side to this is that general investments in improved animal husbandry should contribute to climate resilience, but additional measures are needed to address specific vulnerabilities.

**Observed and expected impacts on livestock include:**

- Increased potential for pest and disease outbreaks among crops and livestock due to changing temperature and precipitation considerations.
- Delay or shortening of the rainy season causing crop failure or reducing water resources, leading to decreased livestock health. At the same time, increased

flooding due to more extreme rainfall events contributes to the loss of grazing areas for pastoralists, whereas more frequent and extended droughts lead to reduced access to water for livestock.

- The combination of drought and high temperatures contributes to wildfires that destroy grazing and agriculture habitats.
- It is expected that all climate change related impacts could intensify local conflicts over land use and resources between and amongst pastoralists and farmers.

#### **4.4 Fisheries**

South Sudan's rivers, ponds and wetlands support mainly subsistence and artisanal activities and are important sources of protein for many South Sudanese. Approximately 17.3 percent of the population directly depends on fisheries (Government of South Sudan and UNEP, 2018). Commercial fishing is relatively small scale and improvement of fisheries and the commercial sector is explicitly referred to as a priority in Vision 2040. It is estimated that fish production suffers post-harvest losses of up to 60 percent due to the lack of cold storage and refrigerated transport (FAO, 2014) and poor roads limit the delivery of fish to markets further away from the Nile River. There is also significant potential for aquaculture development in some parts of the country and some development partner initiatives have focused on building village aquaculture ponds. For these initiatives to be successful, institutional capacity within the government needs to scale up.

Typical impacts of climate change on fisheries include:

- Reduced fish populations and aquatic diversity owing to reduced river flow and drying of wetlands
- Reduced aquatic diversity owing to increased water temperatures
- Decreased access to fishing sites during increased flooding
- Reduced rainfall could lead to the disappearance of some economically and nutritionally important migratory fish species

#### **4.5 Environment, ecosystems and biodiversity conservation**

South Sudan have experienced pressure from degradation, uncontrolled fires, uncontrolled grazing and overharvesting. It is estimated that between 1973 and 2006 on average South Sudan lost 2 percent of its forests per year (MoFP, 2018b). Additionally, prolonged periods of war have promoted poaching and endangering of wildlife and wildlife managers. During periods of armed conflict, civilian communities and combatants alike fed on wildlife and other natural resources for survival which in several areas resulted in uncontrolled hunting and over-exploitation

Currently conservation efforts are a low priority and so resources are lacking to implement a comprehensive program of biodiversity conservation. Additionally, there are unclear delineations of authority and responsibility with respect to forest governance between the states and the central government (MoFP, 2018b). The anti-personnel and land mines which were and still being left and other unexploded ordnance in some of South Sudan's protected areas are also presenting a hindrance for rehabilitation, research, tourism and other wildlife management activities.

Potential impacts of climate change on ecosystems and biodiversity include:

- Increased evapotranspiration, combined with longer dry periods, which will lead to shrinking wetlands, reducing their ability to provide critical ecosystem services
- Increased competition among users of nontimber forest products and other resources
- Reduction of habitats and spawning areas for fish in rivers
- Reduced food and fodder availability for wildlife
- Reduced forest density and diversity due to desertification. A hotter, drier climate with intermittent droughts may see a southward shift in the Sahel, leading to declines in tree density and tree species, limited growth and increased incidence of wildlife.
- Increased incidence of wildfires due to higher temperatures and changes to ecosystem composition that are more conducive to burning
- Combined with changing rainfall patterns, desertification may increase, particularly in the north and southeast of South Sudan and the Sahel shifting southward, leading to changing habitats.
- Changes cyclic and seasonal natural phenomena (phenological changes), including flowering and growing cycles, especially in critical habitats such as the Sudd wetland

#### **4.6 Health**

Climate change has direct and indirect impacts on health and called, “the greatest threat to global health in the 21st century” (WHO, ND). Indirect impacts include stunting and malnutrition due to decreased food security and injuries and mental health issues resulting from increased disasters. Currently South Sudan has no analyses of the potential health impacts of climate change at the national or subnational levels. However, literature describes the relationship between changing climatic conditions and deteriorating health indicator

Extreme heat contributes to deaths from cardiovascular and respiratory disease, especially among elderly people. South Sudan has been one of the most rapidly warming locations on the planet over the past 30 years. T

- Floods increase water-borne diseases and create breeding grounds for disease carrying insects such as mosquitoes.
- Changes in climate are likely to lengthen the transmission seasons of important vector-borne diseases and to alter their geographic range.
- Changes in climate can cause mental health issues, especially among youth, those dependent on agriculture, and internally displaced people. Increasing temperatures and heat waves also affect the amount of time that people can safely spend outdoors and increases dehydration and heat exhaustion. These impacts fall disproportionately on women, children and the elderly.

#### **4.7 Water Resources**

South Sudan’s water resources are unevenly distributed both spatially and temporally, given that water quantities can vary substantially between years depending on periodic flooding and drought events.

Climate change impacts on water resources and follow-on effects may include:

- Droughts leading to potential drops in the water table, drier seasonal rivers and reduction of wetland size. Decreased recharge rates would have manifold impacts on the more than 60 percent of the population that relies on wells and boreholes to access water
- Increased potential for conflict over limited water resources
- Decreased surface water quality, especially during droughts and floods. Reduced rainfall and inflows can lead to water stagnating into ponds due to prolonged dry seasons. Decreasing quality of surface water levels and quality due to climate change would heavily impact the one-third of the population that relies on surface water for domestic use
- Rivers dry up or change from perennial to seasonal flows due to higher evaporation from increased temperatures. Decreased water flows can lead to increased sedimentation of watercourses and more congested irrigation channels.
- Reduced access to water for drinking and sanitation

## **5. Adaptation Assessment Process**

### **5.1 Available Adaptation options**

A list of adaptation options based on climatic hazards, sensitivity, exposure, adaptive capacity and agroecological zone are presented in Table 2 below. The list is developed from options recommended in the updated NAP, NDC, National Environment Policy, Forest policy as well as Agriculture and Fisheries policies. Guidance has also been sought from the IFAD Database for Climate Adaptation Options and discussions with relevant technical officers and the local stakeholders.

Table 1: Adaptation options based on climatic hazards, sensitivity, exposure, adaptive capacity and agroecological zones

Impact	Adaptation Options		
	Technical Actions	Policy and Governance	Capacity Building / Research
<b>Changing climate conditions and climate variability and seasonality</b>	Invest and develop an early warning system (better surveillance and information dissemination)	Given the high reliance on rain-fed agriculture, support strategies and development of work force skills for livelihood and income diversification to improve resilience.	Work with communities to understand the local political, social, and cultural context of the agriculture sector, and improve understanding of what types of behavior change can lead to more climate resilient agricultural practices to be adopted.
	Introduce smart irrigation technologies (solar pumps, precision irrigation) to improve water management in targeting area of vulnerable farmers, livestock	Develop frameworks for sustainable intensification and commercialization of agriculture at different scales across agro-ecological regions.	Strengthen capacity to generate new forms of empirical knowledge, technologies and agricultural support services that meet emerging climate change and variability challenges
	Increased diversification of varieties or crops to hedge against risk of individual crop failure. Promote diversification of income by adding livestock operations	Establish monitoring systems for greenhouse gas emissions in agricultural systems and support mechanisms for their reduction.	Capacitate extension staff with knowledge on climate change to support SHF deal with climate risks
	Change post-harvest practices, for example the extent to which grain may require drying and how products are stored after harvest.	Expand Agricultural areas to regions with lower climate risk	
	Implement Agroforestry techniques to capture carbon dioxide, reduce soil erosion and improve soil health, provide wind protection as well as improving water quality		

Impact	Adaptation Options		
	Technical Actions	Policy and Governance	Capacity Building / Research
	Consider the effect of new weather patterns on the health and well-being of agricultural workers.		
<b>Increased variability of rainfall and Water Availability</b>	Introduce smart irrigation technologies (solar pumps, precision irrigation) to improve water management in targeting area of vulnerable farmers, livestock	Invest and develop an early warning system (better surveillance and information dissemination)	Strengthen national research and extension capacity for development and integrated management of agricultural water resources.
	Provision of affordable and reliable irrigation supplies to support livelihood security of farmers and fisheries		Develop frameworks for promoting science-based crop production and post-harvest technologies and management practices.
	Improve equitable access to irrigation facilities through expansion of groundwater use for small scale irrigation, particularly in areas distant from Nile River.		
	Adopt enhanced water conservation measures (larger storage or dams to cope with drought and water harvesting infrastructure)		
	Drilling boreholes to supplement surface irrigation water as well as capacity building for communities on Operation and Maintenance		
	Promote Good Agricultural practices e.g reduced tillage to lessen water loss, similarly the incorporation of manures and compost, and other land use techniques such as cover cropping increase soil organic matter and hence improve water retention.		

Impact	Adaptation Options		
	Technical Actions	Policy and Governance	Capacity Building / Research
<b>Increased frequencies and intensity of extreme weather events (extreme heat, droughts, storms, cyclones, floods, wildfire events)</b>	Improved monitoring and early warning systems (Climate and weather information advisories) provide timely information and advisories about roads/routes that are unreachable due to climate-related disasters, ensuring that remote populations can access markets	Strengthen early warning systems and advisories on cropping season quality, droughts, floods, disease/ pest outbreaks and wildlife movement in order to enhance farmer preparedness.	Develop standards to enable flood proof infrastructure development
	Implementation of climate smart agriculture practices and environmentally sustainable practice e.g soil erosion control, water conservation measures are particularly valuable at times of drought, construct fire guards and reduce on tillage to lessen water loss	Promote policies that encourage actors throughout the value chain, to utilize farming practices and technologies that are suited for higher temperatures and variable rainfall conditions.	Change farming practice to work with flooding rather than against it e.g. in flood plains for cattle pastures
	Improved drainage, improved soil organic matter content and farm design to avoid soil loss and gulying, build, improve, and maintain infrastructure, such as river channels, raised embankments, floodwalls and culverts to reduce flood risk,	Develop and/or customise the Agricultural disaster risk reduction and management (DRR/M) Plan to reduce impact on communities and production. Upgrade emergency response planning to deal with emerging intensive climate change events beyond current preparedness levels	Strengthen capacity to finance and deliver timely assistance when disasters of medium/low frequency and medium/high severity occur
	Identifying high ground/ appropriate siting for investments especially in infrastructure as a safeguard against floods	Improve agency coordination	
	Promotion of Off-farm enterprise like Income Saving and Lending Schemes (ISALS)	Create an information system which integrates information on climate hazards (cyclones, floods and droughts), their expected changes in the future, as well as information related to both physical and	



Impact	Adaptation Options		
	Technical Actions	Policy and Governance	Capacity Building / Research
		social vulnerabilities.	
	Promote Innovative risk transfer programs such as agricultural insurance at the group and/or farmer level are being implemented	Harness the capacity of the private sector to help translate South Sudan's obligations under conventions, laws, policies and regulations, into actual adaptation and sustainable development on the ground	
	Support conditional asset transfers after a crises or disaster, including through food/cash-for-work (social protection) interventions such as slope stabilization, landscape management, and disaster mitigation infrastructure		
	Provide cooling systems for mid/post-harvest horticulture produce management		
<b>Pest, weed and diseases, disruption of pollinator ecosystem services</b>			Invest and develop an early warning system (better surveillance and information dissemination)
	Develop and implement Integrated Pest Management Plan (monitoring and control of crop diseases and pests is key)		Search for integrated solutions to disease and pest control that are cost effective.
	Use expertise in coping with existing pests and diseases, including after harvest.		
	Build on natural regulation and strengthen ecosystem services.		
	Maintain healthy soils		
	Use drip irrigation or flood irrigation to keep plant leaves and stems healthy.		

Impact	Adaptation Options		
	Technical Actions	Policy and Governance	Capacity Building / Research
<b>Deterioration of soil health and erosion</b>	Reduction of soil erosion, nutrient leaching from soil and minimized wind damage. (Soil erosion control and water holding structures)		
	Promote balanced fertilizer application		
	Promote use of bio-fertilizer or organic fertilizers		
	Promote use of shade trees and plantation of leguminous varieties for nitrogen fixation		
<b>Reduction in Fish stocks (including specific fish species)</b>	Promote Sustainable fishing practices		Research the effects of climate change on species distribution
	Develop new demersal fisheries in deeper waters that are less vulnerable to climate change Make contingency plans to deal with loss of catch due to storms or die-off events		Train staff to build understanding of the effects of climate change on fish distribution, storm tracks and fisheries yield
	Diversify livelihoods / create income sources from activities other than fisheries and those that do not depend on the same resource		Research opportunities for different commercial fish species
Community health	Consider the effect of new weather patterns on the health and well-being of farmers and fishers		Research risks associated with vector borne diseases
	Leverage mosquito control activities in the fields and fishing points, distribute treated mosquito to communities and workers		Health education in the most vulnerable communities
	Increased access to clean water		Invest in research on emerging health issues affecting artisanal fishery community such

Impact	Adaptation Options		
	Technical Actions	Policy and Governance	Capacity Building / Research
	Provision of medications		Training of technicians to cope with climate change emerging health issues
Effectiveness, Efficiency and curbing Maladaptation		Ensuring performance monitoring and accountability through the establishment of an independent CC audit company, with immediate penalties for illegal practices and poor performance and award systems and incentives for good performance.	- Effective awareness creation and education at provincial and district level
		Learn from counterparts who have done or experienced the same across the globe and apply in a local context	

## 5.2 Prioritization of Adaptation Options

Having developed a longlist of adaptation options, a criteria for prioritisation is presented as in **Table 3** below. The Multi-Criteria Analysis (MCA) was used to decide which “most feasible options” should be implemented. The approach takes into consideration a number of criteria including technical feasibility costs, benefits, potential to address climate risks, accessibility of option to small-scale farmers, flexibility (i.e. avoids lock-in), mitigation co-benefits, transformative potential. The approach which is adapted from IFAD ([Thematic Brief Irrigated Crops \(ifad.org\)](https://www.ifad.org/publications/thematic-brief-irrigated-crops)) is expert-driven process using information gathered from a wide stakeholder engagement.

The assessment uses a simple scoring system based on the eight criteria outlined above. The first four criteria require a minimum score of 2; options which score lower than 2 on any of these criteria do not meet the minimum requirements and are not deemed to be suitable. Adaptation options which are scored the highest are most suitable for a project.

Table 2: Criteria and scoring for prioritisation of adaptation options

No.	Theme	Scoring Criteria		
		1	2	3
1	Technical Feasibility	No experience in implementing solution	Consultants available with suitable skills	Previous IFAD experience with solution
2	Cost Benefit Analysis	Benefits are less than the costs	Benefits are higher than the estimated costs	Benefits are significantly higher than the estimated costs
3	Potential to addresses Climate Risk	Adaptation option is not relevant or may not be effective for the risks identified	Adaptation option effectively addresses at least one of the identified risks	Adaptation option is relevant for all of the major climate risks identified
4	Accessibility for SHF	Adaptation option is inaccessible for the main project beneficiaries (e.g. unaffordable, requiring regular complex maintenance), or exacerbates existing inequalities.	Adaptation option is accessible for the majority of the project’s target beneficiaries.	Adaptation option is accessible to project beneficiaries and specifically benefits women or other marginalised groups.
5	Flexibility (avoids lock-in)	The adaptation option has a long lifetime (>10 years) and its design does not allow for any adjustment.	The adaptation option being considered has a short lifetime (less than 10 years)	The adaptation option is low or no regrets or is part of an adaptive management approach.
6	Mitigation Co-benefits	No mitigation co-benefits or adaptation significantly increases greenhouse gas emissions.	Adaptation option leads to emissions reductions, either at present or in the future.	Adaptation option involves reforestation, restoration of carbon sinks, or the substitution of fossil fuels for renewable energy sources.

<b>7</b>	Transformative potential	Adaptation option is limited to small increases in the resilience of target group but does not involve changes in wider systems.	Adaptation option operates at scale or enables wider implementation of the option, for instance with a declining marginal cost	Adaptation option enables change in the system in question which significantly increases opportunities for target beneficiaries to adapt to climate change.
<b>8</b>	Complementarity to IFAD themes	No complementarity	Complements at least one other cross-cutting theme that is directly relevant to adaptation outcomes	Complements more than one other cross-cutting theme to support systemic resilience.

### 5.3 Adaptation Options Decision Matrix

NO	Adaptation Option	Technical Feasibility	Cost Benefit Analysis	Addresses Climate Risk	Accessibility for SHF	Flexibility	Mitigation Co-benefits	Transformative potential	Complementarity to IFAD themes	Suitability to SADEP	Total Score
1	Strengthen early warning systems and advisories on cropping season quality, droughts, floods, disease/ pest outbreaks and wildlife movement in order to enhance farmer preparedness. (better surveillance and information dissemination)	3	3	3	3	3	3	3	3	Suitable	24
2	Improved monitoring and early warning systems (Climate and weather information advisories) provide timely information and advisories about roads/routes that are unreachable due to climate-related disasters, ensuring that remote populations can access markets	3	3	3	3	3	2	3	3	Suitable	23
3	Ensuring performance monitoring and accountability through an independent CC audit company, with immediate penalties for illegal practices and poor performance and award systems and incentives for good performance.	3	3	3	3	3	2	3	3	Suitable	23
4	Implementation of climate smart agriculture practices and environmentally sustainable practice e.g soil erosion control, water conservation measures are particularly valuable at times of drought, construct fire guards and reduce on tillage to lessen water loss	3	3	3	3	3	2	2	3	Suitable	22
5	Improved drainage, improved soil organic matter content and farm design to avoid soil loss and gulying, build, improve, and maintain infrastructure, such as river channels, raised embankments, floodwalls and culverts to reduce flood risk,	3	3	3	3	3	1	3	3	Suitable	22
6	Capacitate extension staff with knowledge on climate change to support small-holder farmers deal with climate risks	3	3	3	3	3	1	3	3	Suitable	22
7	Work with communities to understand the local political, social, and cultural context of the agriculture sector, and improve understanding of what types of behavior change can lead to more climate resilient agricultural practices to be adopted.	3	3	3	3	3	1	3	3	Suitable	22
8	Implement Agroforestry techniques to capture carbon dioxide, reduce soil erosion and improve soil health, provide wind protection as well as improving water quality	3	3	3	3	3	1	3	3	Suitable	22
9	Introduce smart irrigation technologies (solar pumps, precision irrigation) to improve water management in targeting area of vulnerable farmers,	3	3	3	3	3	2	2	3	Suitable	22

10	Consider the effect of new weather patterns on the health and well-being of agricultural workers.	3	3	3	3	3	3	2	2	Suitable	22
11	Develop and implement Integrated Pest Management Plan (monitoring and control of crop diseases and pests is key)	3	3	3	3	3	1	3	3	Suitable	22
12	Establishment of farmers' support (subsidies, awareness training programmes)	3	3	3	2	2	3	3	3	Suitable	22
13	Promote policies that encourage actors throughout the value chains, to utilize farming/fisheries practices and technologies that are suited for higher temperatures and variable rainfall conditions.	3	3	3	2	2	3	3	3	Suitable	22
14	Given the high reliance on rain-fed agriculture, support strategies and development of work force skills for livelihood and income diversification to improve resilience	2	3	3	2	3	2	3	3	Suitable	21
15	Strengthen capacity to generate new forms of empirical knowledge, technologies and agricultural support services that meet emerging climate change and variability challenges	3	3	3	3	2	2	3	2	Suitable	21
16	Harness the capacity of the private sector to help translate South Sudan's obligations under conventions, laws, policies and regulations, into actual adaptation and sustainable development on the ground	3	3	3	3	2	2	3	2	Suitable	21
17	Improve equitable access to irrigation facilities through expansion of groundwater use for small scale irrigation, particularly in areas distant from the Nile and White rivers.	3	3	3	3	2	2	3	2	Suitable	21
18	Promote use of bio-fertilizer or organic fertilizers	2	3	3	3	3	2	3	2	Suitable	21
19	Promote Good Agricultural practices e.g reduced tillage to lessen water loss, similarly the incorporation of manures and compost, and other land use techniques such as cover cropping increase soil organic matter and hence improve water retention.	2	3	2	3	3	2	2	3	Suitable	20
20	Change farming practice to work with flooding rather than against it e.g. in flood plains for cattle pastures	2	3	2	3	3	2	2	3	Suitable	20
21	Support conditional asset transfers after a crises or disaster, including through food/cash-for-work (social protection) interventions such as slope stabilization, landscape management, and disaster mitigation infrastructure	3	3	2	2	3	1	3	3	Suitable	20
22	Agricultural disaster risk reduction and management (DRR/M)	3	3	3	2	2	2	3	2	Suitable	20
23	Expand Agricultural areas to regions with lower climate risk	2	3	3	3	2	2	3	2	Suitable	20
24	Search for integrated solutions to disease and pest control that are cost effective	3	3	3	2	2	1	3	3	Suitable	20
25	Expand Agricultural areas to regions with lower climate risk	3	3	2	3	2	1	3	2	Suitable	19

26	Establish monitoring systems for greenhouse gas emissions in agricultural systems and support mechanisms for their reduction.	2	3	3	1	2	2	3	3	Suitable	19
27	Improve agency coordination	2	3	2	1	3	3	2	3	Suitable	19
28	Consider increasing crop insurance cover against extreme events.	2	3	3	1	3	1	3	3	Suitable	19
29	Provide cooling systems for mid/post-harvest horticulture produce management	2	3	3	1	3	1	3	3	Suitable	19
30	Promotion of Off-farm enterprise like ISALS	3	3	3	2	2	1	3	2	Suitable	19
31	Learn from counterparts who have done or experienced the same across the globe and apply in a local context	2	3	3	1	3	1	3	3	Suitable	19
32	Use expertise in coping with existing pests and diseases, including post-harvest management	3	2	2	3	2	1	3	2	Suitable	18
33	Promote balanced fertilizer application	3	2	2	3	2	2	1	2	Suitable	17
34	Increased diversification of varieties or crops to hedge against risk of individual crop failure (Use flood, drought and/or saline resistant varieties)	3	2	2	3	2	1	1	2	Suitable	16
35	Identifying high ground/ appropriate siting for investments especially in infrastructure as a safeguard against floods	3	2	2	3	2	1	1	2	Suitable	16
36	Develop standards to enable flood proof infrastructure development	3	2	2	1	2	1	3	2	Suitable	16
37	Drilling boreholes to supplement surface irrigation water	3	2	2	2	2	0	3	2	Suitable	16
38	Reduced tillage to lessen water loss, similarly the incorporation of manures and compost, and other land use techniques such as cover cropping increase soil organic matter and hence improve water retention	2	2	2	2	2	2	2	2	Suitable	16
39	Promote Innovative risk transfer programs such as agricultural insurance at the sovereign and farmer level are being implemented	3	2	2	3	2	1	1	2	Suitable	16



## **6. Implementation and Monitoring**

The TAA and recommendations will be implemented by the Ministry of Agriculture and Forestry with technical expertise from Ministry of Environment through the national PMU and local governments. Oversight for TAA implementation will be undertaken by the Climate Change Adaptation Specialist, recruited under PMU. The PMU will customise, update and include TAA as part of project annual workplan for review by the Project Technical Committee and approval of the Project Steering Committee.

Monitoring will ensure the long-term success of climate adaptation initiatives, plans and actions. The TAA will play an important role in planning of and mainstreaming of adaptation activities to be undertaken; track progress of planned outputs and outcomes from adaptation actions; monitor if project interventions are leading to any unanticipated side effects.

The adaptation interventions costs are integrated within the main SADEP project activity costs. Thus, no separate budget is given.

## **7. Conclusions and Key Recommendations**

This report analysed the most common observed hazards, factors that compound agriculture and fisheries vulnerability to climate change, including exposure, sensitivity, and adaptive capacity. The main climate hazards found include droughts and floods. Future climate trends indicate increase in temperature and extreme temperatures; increased rainfall variability; reduction in precipitation resulting in increased variability, frequency and intensity of droughts and floods among other natural extreme events.

Based on the climate risks and projected impacts, the key adaptation options recommended include:

- Strengthen early warning systems and advisories on cropping season quality, droughts, floods, disease/ pest outbreaks and wildlife movement in order to enhance farmer preparedness.
- Improved monitoring and early warning systems to provide timely information and advisories e.g. about roads/routes that are unreachable due to climate-related disasters, ensuring that remote populations can access markets.
- Ensuring performance monitoring and accountability through an independent CC audit company, with immediate penalties for illegal practices and poor performance and award systems and incentives for good performance.
- Implementation of climate smart agriculture practices and environmentally sustainable practice e.g soil erosion control, water conservation measures

are particularly valuable at times of drought, construct fire guards and reduce on tillage to lessen water loss.

- Capacitate extension staff with knowledge on climate change to support small-holder farmers deal with climate risks.
- Work with communities to understand the local political, social, and cultural context of the agriculture sector, and improve understanding of what types of behaviour change can lead to more climate resilient agricultural practices to be adopted.
- Promote policies that encourage actors throughout the value chains, to utilize farming/fisheries practices and technologies that are suited for higher temperatures and variable rainfall conditions.
- Support conditional asset transfers after a crises or disaster, including through food/cash-for-work (social protection) interventions such as slope stabilization, landscape management, and disaster mitigation infrastructure
- Search for integrated solutions to disease and pest control that are cost effective.

## Annex 1: Future Climatic Impacts in the project Livelihood zones

### Climate impacts on livelihoods

Livelihoods in South Sudan are complex due to the varied differences in topography, rainfall patterns, conflicts, displacements, and population density. Three main livelihood zone types will be considered for this analysis (Figure 12):

- cropping (mostly located in the northern and western parts of the country),
- pastoral (mostly located in the eastern and south-eastern parts of the country), and
- agro-pastoral (mostly located at the margin between the two).

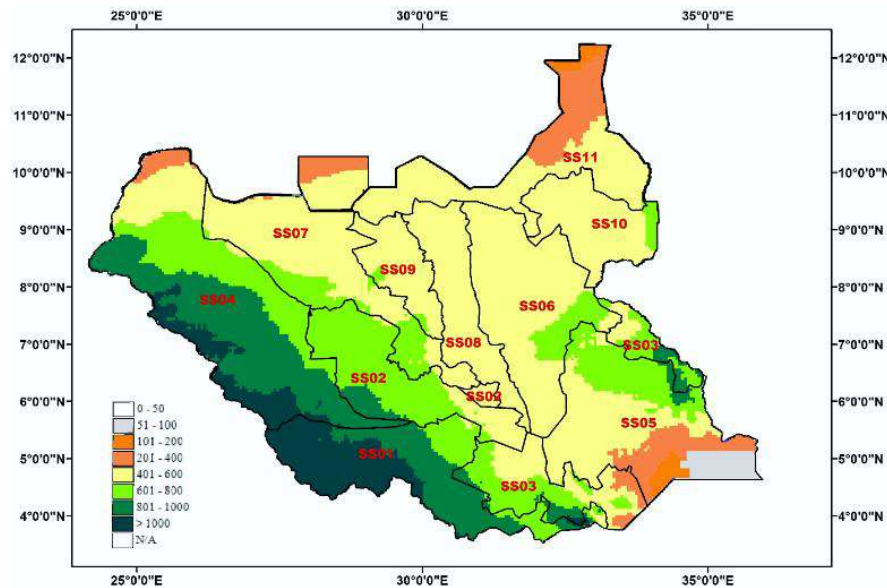


Figure 2: Distribution of key livelihood systems overlaid with rainfall climatology (Base period 1971 to 2000) (WFP, 2014)

The hot, dry conditions trigger human and livestock migrations to more permanent water sources, which serve as dry season grazing and fishing areas. The general onset of the main rains in most areas over South Sudan is in April/May. Most people and their animals return to upland in wet season when cultivation begins in the agricultural season. Seasonal movements are less pronounced in the more agricultural zones, such as the Hills and Mountains Zone, and almost non-existent in the exclusively agricultural Greenbelt Zone. The Hills and Mountains zones have two rainy and cropping seasons in April-July and August-December.

Figure 13 depicts relationship between cereal harvested net production in the traditional sector of greater Equatoria region against mean seasonal rainfall for the period 2009-2013. The analysis shows close correlation between net production and seasonal rainfall. It is observed that the 2010/2011 drought that ravaged the whole region resulted into low cereal production in all the rich agricultural areas.

### Future Climatic Implications for Food Security and Adaptation

The above analysis generally depicts drying trends for South Sudan. South Sudan has experienced considerable rainfall declines since the 1960-89 period. A -1 standard deviation decline in rainfall (close to -20 percent) is sufficient to markedly increase the number of expected poor harvests.

Since 1980, decreasing rainfall has been accompanied by rapid increases in air temperature on the order of more than 1° C. This warming, which is two and a half times greater than global warming, is reducing evapotranspiration and making normal years effectively drier in South Sudan.

Rainfall is already highly erratic, shifts in the timing and amount thus it is likely to become more so in the future, particularly during the long rainy season. At present, erratic rainfall patterns have a more direct effect on livelihoods in many of the agro-ecological zones particularly rain-fed small-scale farmers. A continuation of this trend in the next few decades would render rain-fed agriculture unsustainable

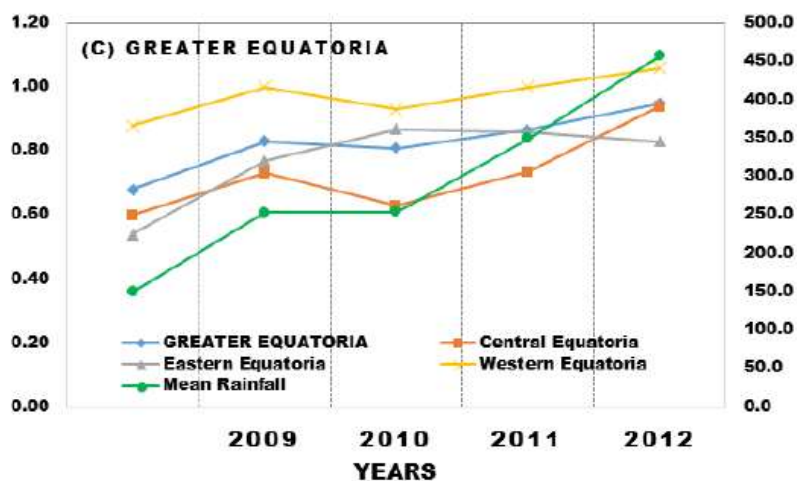


Figure 3 Cereal harvested net production and mean seasonal rainfall (2009-2013) (WFP, 2014)

Decreasing rainfall trend in combination with increasing temperatures could result in more intense or longer dry spells, as well as consecutive droughts. The impact on food security would be significant, as a large proportion of the crops produced and consumed in the country originates from rain sensitive areas and production could be limited with insufficient rains.

Long-term climatic shifts in the major agro-ecological zones could have an impact on the suitability of agricultural production in those areas. Notable concern is the reduction in rainfall in semi-arid areas which may result in shrinking of the productive agricultural zones. A continuation of this trend would especially affect

households' livelihood zones SS01, SS03, SS06, SS08 and SS07 (Figure 5-13). Rain fed agriculture may no longer be feasible under erratic rainfall patterns.

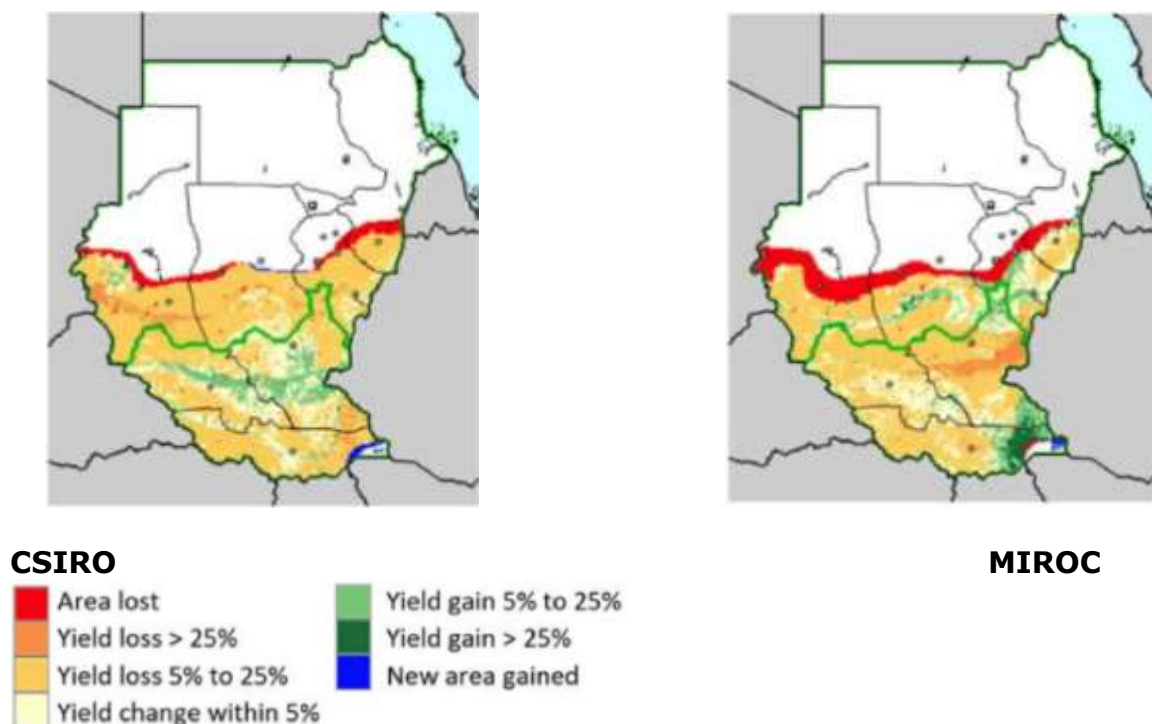


Figure 4: Changes in yield with climate change: rain fed sorghum (GoSS, 2018)  
 Left: The CSIRO model projects that annual rainfall will remain unchanged through 2050.  
 Right: The MIROC model indicates that most of the southern part of Sudan will get wetter.

The maps in figure 24 depicts the results of the Decision Support System for Agro technology Transfer (DSSAT) crop modelling software projections for rain fed sorghum, comparing crop yields for 2050 with climate change to yields with 2000 climate. The climate effects from both models result in a yield loss of 5–25 percent between 2000 and 2050 over most of the country’s sorghum harvest area, and, in the marginal cultivated areas of the semi-dry zone, some loss of baseline area. These results would have serious implications for food security, as sorghum is the main staple cereal grain of the rural population. Those same climate models show some limited gain in baseline area that could potentially offset part of the yield loss in the rest of the cropped land.

**Future Climatic Impacts in the project Livelihood zones**

The following is a summary of the climatic impacts in the different Livelihoods zones that straddle the project target districts (WFP, 2014).

**i) Livelihood Zone SS01**

Table 3 Future Climate Change Impacts for Zone SS01 (WFP, 2014).

	Livelihood activities	Income sources	Food sources	Climate impacts	change
--	-----------------------	----------------	--------------	-----------------	--------

<b>Poor House holds</b>	Subsist from their own crop and livestock production supplemented by food obtained from hunting and fishing and wild foods, and food purchased with income from agricultural and casual labour.	Crop sales constitute the main source of income among the poor in addition to staple crop sales, sale of labour, poultry, honey and fruit (including mangoes, oranges, pineapples and lemons) provide additional sources of income	Maize, Sorghum, Groundnuts, Soya beans, Cassava and sweet potatoes, Vegetables, Wild foods	Reduction in rainfall in combination with increasing temperatures could result in more intense or longer dry spells, as well as consecutive droughts, thereby impacting on rain-fed agriculture
<b>Better off House holds</b>	Largely self-sufficient in food with saleable surpluses in years of good rainfall and do not purchase staples from the market	Crop sales constitute the main source of income among better-off group.	Maize, Sorghum, Groundnuts, Soya beans, Cassava and sweet potatoes, Rice Vegetables.	Reliance on rain-fed agriculture may no longer be feasible under erratic rainfall patterns. The impact on food security would be significant as a large proportion of the crops produced may be limited if these is insufficient rainfall.

## ii) Livelihood Zone SS02

Table 4 Future Climate Change Impacts for Zone SS02 (WFP, 2014).

	<b>Livelihood activities</b>	<b>Income sources</b>	<b>Food sources</b>	<b>Climate change impacts</b>
<b>Poor House holds</b>	Livelihood in this zone depend chiefly on crop cultivation (by hand) and livestock production to a lesser extent. Shea butternut, mahogany and bamboo are the main source of natural products available.	Obtain most of their income from the sale of natural products (firewood, grass, mats, poles, shea butternut oil) and from agricultural and casual labour within and outside the zone.	Sorghum, Millet, Maize, Groundnuts, Sesame, Vegetables, Cassava, Sweet potatoes, Dried fish, Wild foods.	Increased movement in search of browse and water for livestock exacerbating inter-communal conflicts over limited resources.  Increasing temperatures and decline in precipitation are highly likely to

<b>Better off House holds</b>	Livelihoods depend chiefly on cultivation (by use of animal traction) with livestock production being of lesser importance.	Sale of sorghum, millet, vegetables, tobacco, cattle, honey.	Sorghum, Millet, Maize, Groundnuts, Sesame, Vegetables, Cassava, Sweet potatoes, Dried fish, Wild foods.	reduce cereal crop productivity with strong adverse effects on food security
-------------------------------	---	--	--	--

### iii) Livelihood Zone SS03

Table 5: Future Climate Change Impacts for Zone SS03 (WFP, 2014).

	<b>Livelihood activities</b>	<b>Income sources</b>	<b>Food sources</b>	<b>Climate change impacts</b>
<b>Poor House holds</b>	Complementary sources of livelihood include hunting and seasonal fishing	Mainly depends on cash income from labour and natural products such as charcoal and bamboo. Relies mainly on market purchases	Maize, mainly in the eastern parts of the zone, short and long-term varieties of sorghum, millet, sesame, cow peas/green grass. Other crops grown on a smaller scale include sweet potatoes and cassava and groundnut. The livestock kept are mainly goats, a few sheep, and poultry.	The most direct effect of increased temperature would be on cereals production.  Maize and sorghum will not thrive under these conditions and new varieties need to be developed.
<b>Better off House holds</b>	Maize farming, Sorghum, and millet farming	Chief source of income is from the sale of Maize, followed by sorghum and millet, wild foods, and dry fish. Some income is also obtained from retail sales and the sale of timber outside the zone.	The livestock kept are relatively few cattle. Wild food plants including roots, fruits, berries, and leafy vegetables.	This would result into increased conflicts over natural resources exacerbated by climate change.

### iv) Livelihood Zone SS05

**Table 6** Future Climate Change Impacts for Zone SS05 (WFP, 2014).

	<b>Livelihood activities</b>	<b>Income sources</b>	<b>Food sources</b>	<b>Climate change impacts</b>
<b>Poor House holds</b>	Mainly pastoralism with limited crop production	Sale of goats, sheep, herding domestic work, gold, natural products including charcoal and wild foods. Sorghum, Milk meal, animal blood meal, Meat, Vegetables, wild foods	Sorghum, Milk meal, animal blood meal, meat, Vegetables, Wild foods	Like in other semi-arid zones, multiple stressors faced by livestock will interact with climate change and variability to amplify the vulnerability of livestock keeping communities.  In other words, pests and disease pressure on livestock is expected to increase as a result of climate change combined with other factors.
<b>Better off House holds</b>	Mainly pastoralism with limited crop production	Sale of cattle, goats, sheep, Gold extraction, /sale of gold, sale of Milk, ghee, and yoghurt.	Sorghum, Milk meal, animal blood meal, Meat, Vegetables, Wild foods	

**v) Livelihood Zone SS06**

**Table 7** Future Climate Change Impacts for Zone SS06 (WFP, 2014).

	<b>Livelihood activities</b>	<b>Income sources</b>	<b>Food sources</b>	<b>Climate change impacts</b>
<b>Poor House holds</b>	Household mainly depend on agriculture and livestock keeping	The main income sources of the poor group are from the sale of firewood, charcoal, construction, poles, goats and brewing.	Sorghum, millet, groundnut, sesame, pumpkins, and some vegetables. Livestock reared here are cattle, goats, sheep and to a lesser extent poultry, especially chicken mainly for household consumption.	Pest, weed and disease pressure on livestock and crops is expected to increase because of climate change combined with other factors seducing further



<b>Better off House holds</b>	Household chiefly depend on agriculture and livestock keeping	On sale of surplus crop harvest, cattle, and milk	Sorghum, millet, groundnut, sesame, pumpkins, and some vegetables	resilience in livelihood
-------------------------------	---	---	---	--------------------------

## vi) Livelihood Zone SS08

Table 8 Future Climate Change Impacts for Zone SS08 (WFP, 2014).

	<b>Livelihood activities</b>	<b>Income sources</b>	<b>Food sources</b>	<b>Climate change impacts</b>
<b>Poor House holds</b>	Engaged as daily labourers, catching fish, and selling small quantities of natural products	Sale of goats, sheep, vegetables, natural resource products including grass, charcoal, firewood, and domestic work	Maize, Sorghum, cow peas, Pumpkins, Okra, Milk, Fish, and Wild foods	With more and erratic rains, this livelihood zone will bear the consequences of increased flooding with high food insecurity.  Surplus maize usually produced and sold in external markets will no longer be feasible.
<b>Better off House holds</b>	Are often fishing equipment owners who rent them to poorer households and sell larger amounts of fish. They often have small businesses.	Sale of cattle, maize, sorghum, and fish. Retail trade and formal employment	Maize, Sorghum, cow peas, Pumpkins, Okra, Milk, Fish, and Wild foods	Production of Sorghum could stop at 2°C increase in temperature