

FED/2017/383-882

*Technical Assistance for increased agriculture production
of smallholders in South Sudan*

Inception Report, July 2017

Prepared by Gennaro Ivo Volpe



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TA implemented by

AGRER

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With the support of KE2 and STEs

PROJECT IMPLEMENTED BY:



ACRONYMS

AFIS	Agriculture and Food Information System
BEAD	Bhar el Ghazal Effort for Agricultural Development
GoSS	Government of South Sudan
EU	European Union
EUD	European Union Delegation
FAO	Food and Agriculture Organisation
FFS	Farmers Field School
FSTP	Food Security Thematic Programme
FS&L	Food Security and Livelihood
GIZ	Gesellschaft für Internationale Zusammenarbeit
GoSS	Government of South Sudan
HARD	Hope Agency for Relief and Development
IDP	Internally Displaced Person
IGA	Income Generating Activity
IP	Implementation Partner
IRC	International Rescue Committee
KE2	Key Expert 2
LRRD	Link Relief Rehabilitation Development
NALEP	National Agriculture and Livestock Extension Policy
NGO	Non-Governmental Organisation
NPA	Norwegian People's Aid
NRC	Norwegian Refugee Council
NSA	Non-State Actors
PAC	Project Advisory Committee
PCM	Partners' Coordination Meeting
PFS	Pastoralist Field School
PM	Project Manager
PMCU	Project Monitoring and Coordination Unit
PPP	Public-Private Partnership
PRO-ACT	Pro-Resilience Action
PSC	Project Steering Committee
QRM	Quarterly Review Meeting
SORUDEV	South Sudan Rural Development Programme
STE	Short-Term Expert
TA	Technical Assistance
ToR	Terms of Reference
UNIDO	United Nations Industrial Development Organisation
UNOPS	United Nations Office for Project Services

VSF	Vétérinaires sans Frontières
VSLA	Village Saving Loan Association
WFP	World Food Programme
WV	World Vision
ZEAT	Zonal Effort for Agricultural Transformation
ZOA	Zuid Oost Asia

SUMMARY SHEET

Project Title	<i>Technical Assistance for increased agriculture production of smallholders in South Sudan</i>
Project Number	<i>FED/2017/383-882</i>
Country	<i>South Sudan</i>
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Author(s)	Gennaro Ivo Volpe with the contributions of KE2 and STEs

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1. INTRODUCTION

Agriconsulting Europe S.A. (the lead firm), in consortium with AESA East Africa and AGRER, signed this contract on March 24th, 2017. Operations started with the arrival of the two long-term experts in Juba on the 2nd of May 2017.

2. EXECUTIVE SUMMARY

- i) Immediately after its arrival in Juba, the TA team interviewed each IP, also reading the available material (old reports, presentations, etc.) and made a series of conclusions on the different aspects of the projects. Despite the poor quality of the utilization of the indicators in LFM by the IPs, at least general trends could be extrapolated and summarised.
- ii) The programmes under the TA scrutiny are SORUDEV, ZEAT-BEAD, PRO-ACT and FSTP. However, most of the projects have finished operations or are in their final stage. Other calls for proposals and delegation agreements with IPs are foreseen to be launched during the service contract FED/2017/383-882 period: four calls for proposals are under evaluation/negotiation aiming to start in January 2018 (ZEAT-BEAD 2) and a new Pastoralist project is about to start in September 2017 implemented by FAO.
- iii) The level of completion of the different field activities of the IPs is variable according to the geographical distribution of the actions, because of the civil and military unrests in the different areas of South Sudan. Certain projects have been completed partially or moved to more secure areas or closed, according to the case.
- iv) Projects will be monitored regularly, according to a calendar fixed in this report, susceptible to modification according to new contracts to come.
- v) A database will be created for collecting, storing, analysing and rendering available projects achievements and maps. Other donors are welcome to participate, but the regular provision of data by IPs is a fundamental precondition for its validity.
- vi) A study on community development, one on rural finance and one on rural marketing development will be produced and presented to the stakeholders.
- vii) Upon request, full support to EUD will be given on all aspects of project/programme management, considering the whole PMC: programming, identification, formulation, implementation, monitoring and evaluation. Moreover, EUD will be supported for donors' coordination, where possible, and may ask the TA to intervene on other matters of its competence not already foreseen in the ToR.
- viii) IPs will be sustained with advice for harmonising the EU working tools, explaining and distributing EU guidelines, helping organising QRMs and guiding on EU visibility and communication issues.
- ix) Particular attention will be paid to extension practices, with an ad-hoc support programme prepared by Mr C. Scaramella, the KE2.

3. BACKGROUND

South Sudan, officially the Republic of South Sudan, constitutes the watershed of the White Nile and is one of eleven riparian states that form the great Nile river basin. The inhabitants of South Sudan possess distinct cultures and traditions that are influenced by the geography, environment and their history, including colonial rule, decades of civil war and its recently obtained independence in 2011. However, even after achieving its independence, the country continued to be affected by internal conflicts and border disputes that affected efforts implemented for economic recovery, until a precarious peace agreement was achieved in August 2015, with the mediation of the UN. Nevertheless, the multiple roots causes of these conflicts and displacements prevail and addressing them will require political will and international support.

Most of the rural households consist of subsistence farming families that use simple manual tools for the traditional staple crops (such as sorghum, cassava, sesame, maize, cowpeas, beans, pumpkins, groundnuts and some vegetables). Most of the small farmers cannot afford power sources or agricultural inputs and are therefore incapacitated to increase their yields and/or extend the cultivated area.

Further, small farmers face constant insecurity and are at risk of being displaced due to conflicts, floods or drought.

There is also an unspecified number of commercially oriented middle or progressive farmers, who are connected with middleman and traders and have access to financial resources, and thus can afford tractors or input, hired labour,. Some of them are also shopkeeper or government employees.

Large farms are present in the Eastern flood plains as part of an irrigation scheme that was developed before independence.

Overall, subsistence agriculture and traditional livestock rearing is the dominant feature, with few cooperatives and little commercial farming. Attempts to create a marketing surplus by extending the cultivated area and increasing yields are underway, but this cannot be done without good inputs and there is no reliable national network of agro-dealers, input suppliers and only few agribusinesses.

The pastoralists' communities that breed cattle herds are a large part of the rural population. Cattle are central to the culture and identity of the rural people in South Sudan. They are considered symbols of social status and wealth and play a key role in food security. Until recently, the cattle population outnumbered the human population. The latest estimation is of 11.7 Million of heads. However, the nomadic pastoralist population have a continuous conflict with local population in term of grazing areas.

4. CURRENT STATE OF AFFAIRS

4.1. THE STRUCTURE

The Government of South Sudan, not having ratified the Cotonou Agreement yet, has no NAO office in place. As a consequence, all projects financed by the EU are managed directly by the Delegation. Moreover, for security reasons part of the EUD staff is in Brussels, waiting for the green light to come back to Juba. Mr Riccardo Claudi, who is directly responsible for the project under this contract, is among those presently in Brussels and the coordination in Juba is ensured with the kind contribution of Mr Paolo Girlando and Mr Charles Rukusa, also involved in rural development projects and therefore direct counterparts of the TA team as well.

The project location was originally foreseen in Wau, but security considerations have modified this aspect and the project office has been set up in Juba. The political/military situation remains uncertain and therefore it's not possible to foresee a change in the near future. In these last weeks the security situation has even worsened in Wau, to the point that NGOs advice not to continue projects in that area.

Although the project addresses specifically a support to EUD for the monitoring and management of the rural development projects of the Greater Bahr el Ghazal and Greater Upper Nile regions, the TA team has been introduced to the Undersecretary of the Ministry of Agriculture and Food Security, Prof. Mathew Gordon Udo, representing the end-beneficiaries of the project activities.

4.2. THE PROJECTS

The projects under the competence of the TA, presently under implementation (but several of them in their final stage), are:

- South Sudan Rural Development Programme (SORUDEV) implemented by 4 NGOs (Concern, HARD, NPA, NRC), one in each state and 2 International organizations: WFP (feeder road) and FAO (Nationwide Agro-food Information System - AFIS). This project is managed directly by Mr Riccardo Claudi for EUD and all four NGO contracts have expired, although their final reports (coupled with possible monitoring field visits) will still be analysed by the PMCU (as foreseen in the ToR) upon EUD request.
- Zonal Effort for Agricultural Transformation – Bahr el Ghazal Effort for Agricultural Development (ZEAT-BEAD) implemented by 4 international organisations: FAO, GIZ, UNIDO and UNOPS. The EUD Project Manager is Mr Paolo Girlando. The GIZ contract, after the request of GIZ, is being closed because, due to security reasons and the evacuation of the expatriate staff, mostly not implemented. The UNIDO contract has been extended by 11 months on no-cost basis. FAO (pastoralist) project also got a no-cost extension. 4 new grant contracts are about to be signed . The UNOPS contract (feeder roads) is not under TA competence.
- Food Security Thematic Programme (FSTP) implemented by 4 NGOs: PIN, VSF, WV and Concern. The EUD Project Manager is Mr Charles Rukusa. All contracts have been concluded, except the one of World Vision that still has few months to go.
- Pro-Resilience Action (PRO-ACT) implemented by 4 NGOs: Oxfam, Cordaid, ZOA and IRC. Mr Rukusa is in charge of this project as well. All these contracts are ongoing.

According to the project ToR, the TA team should not monitor the following projects:

- Feeder Roads construction, implemented by WFP
- Agriculture and Food Information System for Decision Support (AFIS), implemented by FAO
- Enhanced knowledge and education for resilient pastoral livelihoods in South Sudan, also implemented by FAO, and
- Feeder Road construction in support of trade and market development in South Sudan, implemented by UNOPS.

However, after its arrival in Juba the TA team has been instructed by EUD to include also the two FAO-lead projects in its activities. The TA team had no objection whatsoever for that, considering that in the Technical Offer, that is now an integral part of the contract, under point 2.3.3.1.v, it's already foreseen that EUD may suggest different schedules for monitoring or reporting.

In fact, more contracts are going to be included in the TA activities, namely:

Ref.	status	Envisage starting dates
EUTF05-HOA-SS21.01 “Strengthening the Livelihoods Resilience of Pastoral and Agro-Pastoral Communities in South Sudan’s cross-border areas with Sudan, Ethiopia, Kenya and Uganda”	Inception period ongoing	Started on September 2017
ZEAT BEAD Comp. 2 in former Warrap State: one Action managed by an NGO	Call for proposals under evaluation	January 2018
ZEAT BEAD Comp. 2 in former NBG State: one Action managed by an NGO	Call for proposals under evaluation	January 2018
ZEAT BEAD Comp. 2 in former WBG States: one Action managed by an NGO	Call for proposals under evaluation	January 2018
ZEAT BEAD Comp. 2 in former Lakes State: one Action managed by an NGO	Under negotiation with NPA	January 2018

The TA team interviewed each IP (meetings’ minutes in Annex 2), also reading some available material (old reports, presentations, etc.) and made a series of conclusions on the different aspects of the projects. Despite the poor quality of the utilization of the indicators in LFM by the IPs, at least general trends could be extrapolated and summarised in the following paragraphs. Of course, insecurity has affected all aspects of the projects, and therefore we don’t underline it for every theme, assuming that it’s a constant element rendering difficult and sometimes even impossible the attainment of all expected results.

Food security: With few exceptions (e.g. in Warrap and Northern Bahr el Ghazal States) the trend is generally negative, mainly because of the inflation, conflict and dry spell. We don’t enter in the analysis of this very important factor because the projects under our scrutiny do not deal with emergency interventions, limiting ourselves to the perspectives of a longer-term support. Nevertheless, we should know well the global emergency response in order to build and targeting the long term intervention in the framework of the LRRD. There are no doubts that the EU intervention policy in support of the agricultural/livestock and rural development, even in the present difficult environment, on the long-term will stabilize food security by improving the population’s resilience. Emergency interventions like food distribution are essential, but don’t solve the problem of the sustainability of the donors’ support.

Yields: The increase of the yields due to extension activities has been positive almost everywhere, apart some temporary flection for millet and sorghum on the first year in Warrap. However, this increase has not been translated into stabilization of the food security or in the income of the smallholders because of the mentioned inflation and of the reluctance of the farmers to invest in inputs and technologies in such an unstable situation.

Income: Reports on the increase of the income are not homogeneous and some IPs has not even produced valid indicators for judging on the impact that the project has on this important element.

Nevertheless, because of the inflation, it is worth thinking that the trend is generally negative in USD terms, even if in some areas it improved in SSP terms.

Own produced food: Indicators are quite poor concerning this factor and therefore it has been difficult to clearly understand the magnitude of the problem. It is however to be assumed that, because of the increased anthropic pressure on the land in certain areas due to the presence of many IDPs, the additional availability of labour has permitted higher productions but the whole harvest is immediately utilized for feeding the producers. In areas where this phenomenon is less consistent we may assume that at least a subsistence production is present. The part of the population that is at high risk concerns more the IDPs than the local farmers.

Extension: This activity has been the most developed by the IPs because it is preparatory to many expected results. Moreover, under the guidance of the NALEP and the experience of the IPs, a large number of facilitators and extension agents have been formed, in certain cases even in a number larger than foreseen. On SORUDEV good guidelines have been produced and distributed, although not multiplied in a sufficient number for covering also the needs of the other IPs. Concerning the impact of this activity on the population, the results have shown alternate success because of several causes concomitant or particular to the different areas: low capacity of the local authorities to finance the extension services, difficulty to reach cattle camps in remote areas, lack of transport means or roads, lack of understanding of the illiterate farmers, total absence of extension material adapted to the farmers, etc.

Animal traction: This sector has been successful everywhere, producing farmers' interest and good results. However, a number of constraints have undermined this positive picture, mainly due to the lack of tools at village level, bad expectation of certain farmers to receive the ox-ploughs for free and lack of spare parts. It has to be signaled that the production of spare parts by bomas' blacksmiths is weak because of lack of raw material.

Post-harvest: At the contrary, this sector has been among the less successful. Apart the quasi-absence of indicators produced by the IPs on this subject, the post-harvest should have been part of resilience activities, but it seems that they have not been taken into consideration.

Crop diversification: Again, few indicators have been produced by the IPs on this activity. From the interviews we may conclude that the results are very variable according to the region. The local population is related to traditional foodstuff and therefore to usual crops, and is hardly interested in changing dietary habits. Nevertheless, the project should evaluate the possibility of introducing new crops to increase the nutritional food security status as well as increase the resilience.

Markets/value chains: Some progress to be registered in FSTP and SORUDEV projects, with a relevant number of farmers and few establishments trained and equipped. However, the actual creation of value chains has been limited, but farmers' market access slightly improved in all projects. The limitation of promoting markets only along feeder roads has been a negative factor since the inclusion of higher production areas could have given better results.

Resilience: There is a lack of agro-dealers that plays an important limiting role in increasing resilience of the householders, especially during the dry season. Often grains are sold as seeds, and a proper seed research/production system is totally missing. However, where producers have constituted groups, the members find better solutions for resilience to common/climatic changes.

VSLAs/IGA: These are other activities of the projects that cover crucial importance, as a part of agriculture production, economic reliance and FS&L resilience. Wherever VSLAs have been constituted, both agricultural and non-agricultural IGAs have been enhanced. Problems are created by the inflation that erodes savings, but in some cases members are thinking to replace money with assets. The only constraint to this solution is the fear for the uncontrolled social and military unrests.

5. WORK PLAN

Inception Phase

Since their arrival, the long-term experts started to organize themselves in order to become a solid and effective Project Monitoring and Coordination Unit (PMCU). In the Technical Offer a number of activities had been proposed for this period namely:

Office facilities and equipment: In very few days the experts, with the support of the backstopping team that had already taken contacts with local entrepreneurs, found and set up a nice office, not far from the EU Delegation, and equipped it with all necessary working tools (furniture, computers, printer/scanner/copier, internet, consumables, etc.).

Transport: During the first days of activity a car with driver was rent, and subsequently a 4WD car was purchased for facilitating the movements in town of both KEs and NKEs. A driver has been hired for the purpose, although both KEs got a South Sudan driving license.

Support staff: Until now it has not been necessary to hire additional staff, except the driver. In any case, and in view of the magnitude of the work to develop, the team is taking information and collecting CVs of possible candidates to be included in the PMCU when need will arise. For the database, at this stage only the database expert has been charged with supporting activities, as foreseen in his ToR and mission report (see Annex 4).

Collection of baseline data and indicators: With the support of the database expert all existing data and indicators have been collected, especially with the support of the EUD. This constitutes a first bunch of data to be processed and included in the PMCU database. Problems arose in the search of macroeconomic indicators, since the National Statistical Office does not produce any bulletin or publication on the subjects of project interest. For this reason the indicators of the Overall and Specific Objectives present in the log frame matrix could not be found. Only for the Expected Results all baseline indicators could be established. The experts consulted also with AFIS, that is the only programme able to provide such information, but after two months of insistence only useless answers were received.

Standard Operating Procedures: This item was included in the Technical Offer at a time when the HQ of the service contract FED/2017/383-882 was foreseen in Wau, and previous experiences in difficult countries (e.g. Afghanistan) advised AESA to set up an ensemble of rules for preventing difficult situations. At present, with the office established in Juba and the visits in the field occurring only under UN rules and indications, such SOP is not necessary any more, also considering that the service contract FED/2017/383-882 does not have staff living outside Juba.

ToRs for NKEs experts: The ToRs for NKEs experts, at this stage, concern those that have performed the first mission in support to the KEs for drafting this Inception document. These ToRs are presented at the end of each of their mission report (Annexes 3, 4 and 5). Those reports contain also the elements for the ToR of their subsequent involvement in the activities, after the approval of this IR. ToRs for other NKEs will be presented to the approval of EUD all along the service contract FED/2017/383-882, according to needs.

ToRs of the PMCU: The ToRs of the PMCU mostly coincide with those described in the ToR of the tender originating the present contract which state that the PMCU will be responsible for coordination, oversight, monitoring, supervision, knowledge management and evaluation, including support and advisory services to projects managed by implementing partners and funded under the EU's rural development programmes in South Sudan. The PMCU will support the harmonisation of key approaches and identify and facilitate the implementation of best practices provided by

implementing partners to final beneficiaries. The activities have to bring 3 main expected results¹, namely:

Result 1: *Monitoring of the individual projects of EU rural development programmes is ensured.*

Result 2: *Overall coherence of all EU's Rural Development Programmes is ensured in line with overall programme's objectives.*

Result 3: *Effective coordination of all activities, agencies and stakeholders involved is ensured, best practices are harmonised and promoted.*

Details on the implementation of the activities related to the three Results are described in the below work plan.

Formats for monitoring, reporting, etc.: The formats are those imposed by the PRAG and other EU-funded operations. During the Inception Period the TA has already alerted all IPs on which templates they have to utilise, and a further lecture on the issue is foreseen in the work plan.

Updating on relevant GoSS policies/regulations: This particular item refers mainly to the extension policies to be used by the IPs, and specifically validated by the GoSS. This is one of the main task of the PMCU and for details please see Annex 7.

Training and capacity building and budget: A large number of trainings and capacity building activities are foreseen in the work plan. Please see the below descriptions in that section. As far as the budget of these initiatives is concerned, the hyperinflation affecting the country does not permit any early estimation of the costs for the coming 28 months. A budget, together with the description of the event, will be submitted to the approval of the EUD on a case by case basis.

Summary of harmonisation issues and recommendations for ongoing coordination: In theme of harmonisation/coordination, we have to distinguish two types of activities for the PMU: one is related to the IPs, for which a large series of lectures, trainings, monitoring missions and direct contacts are foreseen in the work plan. The other concerns the coordination of the donors, for which EUD is chairing the monthly meetings, and to which the TL participates. In this second case the PMCU will support EUD for collecting data and information that will also become part of the database under preparation for generating maps and information on development interventions.

Overall estimated budget for incidentals: For the same reason mentioned above (hyperinflation) it would be hazardous to estimate expenses for the next two years at this very early stage. In any case, for utilising these funds, the EUD approval has to be requested for any expenditure that will be necessary for the implementation of the activities and therefore we prefer not to engage in an exercise that could be overcome by new events at short notice, but to request approval on a case by case basis.

Knowledge base products: Until now the knowledge base products identified are those produced by the IPs under SORUDEV for extension purposes, concerning cereals, ox ploughing, agricultural marketing, agro-dealership, Farmer Field Schools and husbandry practices for cattle, sheep, goats and poultry. These products shall be multiplied for further distribution, but also other products will be made by the PMCU after consultation with EUD and stakeholders, possibly on pest control (armyworm in particular), dry cultivations, seed production and others.

To be mentioned that on 4th of May 2017 the Team Leader presented the PMCU to all the IPs in a meeting held at EUD HQ.

¹ Additional expected results are also required, as shown in the last part of the matrix.

Implementation Phase

The PMCU, under the direct supervision of the Team Leader, will perform the following actions, for which a schematic presentation is provided here below:

RESULT	OUTPUTS	WHEN	WHO	HOW
R1	1.1: INDIVIDUAL FIELD MONITORING REPORTS FOR EACH ON-GOING PROJECT VISITED, CONSEQUENT TO REGULAR FIELD MONITORING VISITS	ACCORDING TO MONITORING CALENDAR (SEE ANNEX 1)	MONITORING EXPERT ² /PMCU	<p>WITH TRIPS ORGANISED BY THE IPS IN COORDINATION WITH PMCU, THE EXPERT WILL VISIT THE PROJECT SITES ACCORDING TO THE PLANNED DATES AND REPORT ACCORDINGLY. IN PRINCIPLE, MONITORING VISITS SHALL BE PLANNED IN DATES PRECEDING SHORTLY THE PRESENTATION OF THE DUE REPORTS</p> <p>THE EXPERT WILL DESIGN THE DATABASE IN LINE WITH PAGE 47 OF THE PROPOSAL, IN THE PERIOD IMMEDIATELY FOLLOWING THE APPROVAL OF THE INCEPTION REPORT, AND CONTINUE TO UPLOAD DATA MONTHLY ALL ALONG THE PROJECT PERIOD. HE MAY ALSO PRODUCE SPECIFIC REPORTS BASED ON THE DATA STORED IN THE PMCU SERVER ALREADY PROVIDED BY THE CONTRACTOR AND PRODUCE/UPDATE MAPS OF THE PROJECT-INTERESTED AREAS. DONORS MAY CONTRIBUTE TO THIS MAPPING EXERCISE.</p>
	1.2: ESTABLISHMENT OF A DATABASE FOR COLLECTING, STORING AND ANALYSING PROJECTS' DATA	BEGINNING OF THE IMPLEMENTATION PERIOD FOR DESIGN; UTILISATION ALL ALONG PROJECT PERIOD	DATABASE EXPERT ³ /PMCU	<p>WITH TRIPS ORGANISED BY THE IPS IN AGREEMENT WITH PMCU, THE EXPERT WILL VISIT THE PROJECT SITES ACCORDING TO THE PLANNED DATES AND REPORT ACCORDINGLY. A WORKSHOP WITH ALL STAKEHOLDERS AT THE END OF THE MISSION SHALL BE FORESEEN. THE TOR OF THE MISSION WILL BE PRODUCED IN TIME AND SENT TO EUD FOR APPROVAL.</p>
	1.3: STUDY ON COMMUNITY DEVELOPMENT OPPORTUNITIES IN PROJECT AREAS	MONTH 17/18	SPECIALIST/PMCU	<p>WITH TRIPS ORGANISED BY THE IPS IN AGREEMENT WITH PMCU, THE EXPERT WILL VISIT THE PROJECT SITES ACCORDING TO THE PLANNED DATES AND REPORT ACCORDINGLY. A WORKSHOP WITH ALL STAKEHOLDERS AT THE END OF THE MISSION SHALL BE FORESEEN. THE TOR OF THE MISSION WILL BE PRODUCED IN TIME AND SENT TO EUD FOR APPROVAL.</p>
	1.4: RURAL FINANCE STUDY FOR PROJECT AREAS, WITH SPECIAL REGARD TO VILLAGE BANK/CASH TRANSFERS	MONTH 11/12	SPECIALIST/PMCU	<p>WITH TRIPS ORGANISED BY THE IPS IN AGREEMENT WITH PMCU, THE EXPERT WILL VISIT THE PROJECT SITES ACCORDING TO THE PLANNED DATES AND REPORT ACCORDINGLY. A WORKSHOP WITH ALL STAKEHOLDERS AT THE END OF THE MISSION SHALL BE FORESEEN. THE TOR OF THE MISSION WILL BE PRODUCED IN TIME AND SENT TO EUD FOR APPROVAL.</p>
	1.5: RURAL MARKETING DEVELOPMENT STUDY FOR PROJECT AREAS	MONTH 14/15	SPECIALIST/PMCU	<p>WITH TRIPS ORGANISED BY THE IPS IN AGREEMENT WITH PMCU, THE EXPERT WILL VISIT THE PROJECT SITES ACCORDING TO THE PLANNED DATES AND REPORT ACCORDINGLY. A WORKSHOP WITH ALL STAKEHOLDERS AT</p>

² Mission report in Annex 3

³ Mission report in Annex 4

RESULT	OUTPUTS	WHEN	WHO	HOW
R2	2.1: REPORT ON DESIGN ANALYSIS WITH RECOMMENDATIONS	WHOLE PROJECT PERIOD	TEAM LEADER	THE END OF THE MISSION SHALL BE FORESEEN. THE TOR OF THE MISSION WILL BE PRODUCED IN TIME AND SENT TO EUD FOR APPROVAL. UPON REQUEST OF EUD, THE DESIGN OF NEW PROGRAMMES/PROJECTS WILL BE REVIEWED AND COMMENTS PROVIDED ⁴
	2.2: MONITORING OF RECOMMENDATIONS FOLLOW UP	WHOLE PROJECT PERIOD	KE2	BASED ON THE IPS' PROGRESS REPORTS AND THE RECOMMENDATIONS OF THE MONITORS, COMPARISON WILL BE DONE IN ORDER TO VERIFY CORRESPONDENCE BETWEEN THEM.
	2.3: ANALYSIS OF IPS' REPORTS	WHOLE PROJECT PERIOD	PMCU	FOR SUPPORTING EUD'S CONTRACT MANAGEMENT, ALL IPS' REPORTS WILL BE SCRUTINISED FOR VERIFYING THEIR CORRESPONDENCE WITH THE RELATED CONTRACT. ⁵
	2.4: GUIDELINES FOR CALLS FOR PROPOSALS	YEARLY	TEAM LEADER	BASED ON THE PRAG AND UPON INSTRUCTIONS OF THE EUD, GUIDELINES FOR THE NEW CALLS FOR PROPOSALS WILL BE PRODUCED.
	2.5: REVISION OF INCEPTION RIDERS	AD-HOC	TEAM LEADER	FOR THE SAME PURPOSE OF CONTRACT MANAGEMENT SUPPORT, INCEPTION RIDERS WILL BE SCRUTINISED AND COMMENTED.
R3	3.1: HARMONISATION OF WORKING TOOLS, APPROACHES AND POLICIES	ACCORDING TO WORKSHOPS' CALENDAR ⁶	PMCU AND/OR SPECIALISTS	A NUMBER OF WORKSHOPS WILL BE ORGANISED FOR ALL IPS IN ORDER TO HARMONISE/ILLUSTRATE THE PRAG GUIDELINES, USE OF HARDWARE AND SOFTWARE + AFIS, DISEASE CONTROL SURVEILLANCE, MARKET INFORMATION, EXTENSION PACKAGES, GOVERNMENT RELATIONS AND WORKING MODALITIES WITH RELEVANT STATE MINISTRIES, COUNTIES AND PUBLIC SERVICE PROVIDERS, USE OF INCENTIVES, FINANCING. FULL TOR AND BUDGET FOR EACH EVENT WILL BE SUBMITTED TO EUD FOR APPROVAL AROUND ONE MONTH BEFORE THE EVENT.
	3.2: MEETINGS OF TECHNICAL REVIEW PANELS	ACCORDING TO QRMS CALENDAR ⁷	PMCU	TECHNICAL STAFF OF IPS, LINE MINISTRIES AND FAO WILL MEET REGULARLY FOR MAKING THE POINT OF THE SITUATION OF EACH PROJECT. PMCU WILL ACT AS FACILITATOR AND REPORTER. EVERY 6 MONTHS, AT THE

⁴ A first Action Fiche has been prepared during the Inception Period in view of the next Call for Proposals.

⁵ Few final reports have already been commented during the Inception Period

⁶ See Milestones below and Annex 1

⁷ Ibid.

RESULT	OUTPUTS	WHEN	WHO	HOW
				OCCASION OF THE QRM, A PROJECT STEERING COMMITTEE (PSC) MEETING WILL BE ORGANISED AS WELL. MOREOVER, THE PMCU WILL BE PROMOTER OF THE PROJECT MANAGERS (PM) COORDINATION MEETINGS THAT ARE NOT TAKING PLACE SINCE A WHILE.
	3.3: PRODUCE AND/OR UPDATE GUIDELINES, DISTRIBUTING THEM TO IPS	WHOLE PROJECT PERIOD	PMCU	ON THE BASIS OF WHAT DECIDED IN THE MEETINGS UNDER 3.2, INDICATIONS AND GUIDELINES WILL BE PRODUCED AND DISTRIBUTED TO THE CONCERNED STAKEHOLDERS.
	3.4: COORDINATION BETWEEN EU AND OTHER DONORS' INTERVENTIONS	WHOLE PROJECT PERIOD	TEAM LEADER	PARTICIPATION TO THE MONTHLY DONORS' MEETINGS AND AVAILABILITY, WHERE POSSIBLE, FOR HARMONISING INFORMATION AMONG THEM. FOR THE DONORS' THAT WISH SO, DATA FROM THEIR PROJECTS CAN BE INCLUDED IN THE PMCU DATABASE. EXCHANGE OF INFORMATION IS ALREADY TAKING PLACE WITH THE DFID REPRESENTATIVE.
	3.5: COMMUNICATION AND VISIBILITY ACTIONS	WHOLE PROJECT PERIOD	KE2 AND/OR SPECIALISTS	BASED ON THE STRATEGY DRAFTED BY THE SPECIALIST DURING THE INCEPTION PERIOD ⁸ , IMPLEMENTATION OF 5 BASIC TRAININGS ON THE MATTER. PMCU WILL ALSO TAKE CARE OF SUPERVISING THE UPDATING OF THE CAPACITY4DEV.EU PLATFORM.
	4.1: EXTENSION ACTIVITIES SUPPORT	WHOLE PROJECT PERIOD	KE2 AND/OR SPECIALIST	SUPPORT TO THE IPS IN REVIEWS OF PLANNED ACTIVITIES AND REPORTING OF TECHNICAL ADVISORY ACTIONS UNDERTAKEN BY THE RELEVANT PROGRAMME MANAGERS. SEE DETAILS IN ANNEX 7.
HORIZONTAL OUTPUTS				
	4.2: DESCRIPTION AND HARMONISATION OF PERFORMANCE INDICATORS	OCTOBER 2017	MONITORING EXPERT	A WORKSHOP WILL BE ORGANISED IN ORDER TO EXPLAIN TO THE IPS THE IMPORTANCE OF UTILISING PROPERLY THE LFM AND TO SHOW THE EU GUIDELINES FOR RURAL DEVELOPMENT INDICATORS, FOLLOWED BY A BRAINSTORMING FOR CAPTURING THE IPS' VIEWS AND EXPERIENCES
	4.3: ADDITIONAL TASKS	AD-HOC	PMCU	SUCH ACTIVITIES ARE MEANT TO

⁸ Mission report in Annex 5

RESULT	OUTPUTS	WHEN	WHO	HOW
	REQUIRED BY EUD			SUPPORT EUD IN THE RURAL DEVELOPMENT AND FOOD SECURITY SECTORS IN SOUTH SUDAN.

The calendar of all the above actions is presented in Annex 1.

Exit Phase

This last Phase will include:

- Preparation and submission of draft final report and gathering of feedback form EUD and stakeholders.
- Inventories of equipment and handing over as appropriate
- Handing over of database, multimedia library and website (see details above in the paragraph on Database)
- Demobilization of office and disposal of items belonging to the Consortium.
- Demobilization of support staff and TA team
- Other unspecified relevant activities
- Submission of final report.

6. BACKSTOPPING

Backstopping is ensured by AESA Headquarters in coordination with the partner companies. The Contract Manager, Mr Enrico Protomastro and Mr Alessandro Paoloni, Senior Project Manager, accompanied the team at its arrival in Juba and participated to the first presentation workshop held in the EU Compound on May 4th (minutes in Annex 6).

7. MILESTONES

The following events will occur:

Report/Activity	Due
Inception Report	End of Month 3
Workshops/Lectures	Months 6, 9, 10, 11, 13, 14, 15, 18, 19, 22, 23, 25, 27
Quarterly Review Meetings	Months 7, 10, 13, 16, 19, 22, 25, 28
Donors' Meetings	Monthly
Studies	Months 11, 14, 18, 22, 24, 27
Progress Reports	Months 7, 13, 19, 25
Exit Phase and Final Report	Months 29, 30

LOGICAL FRAMEWORK

	Intervention logic	Indicators	Baselines ⁹ 2017	Targets ¹⁰ 2019	Progress	Sources and means of verification	Assumptions
Overall objective	To improve the efficiency of food systems in four states of south Sudan.	1) Increased agricultural production in selected project areas 2) Growth in quantity of food available in local markets in selected areas. 3) Extent to which purchasing power has increased. 4) Extent to which food security actions are consistent with FSC (GoSS and State) recommendations		50%		Annual reports and statistics from GoSS departments. Annual reports from IPs working in project areas. Report studies, assessment from national and international organizations. Monitoring missions reports Market surveys	The security situation will not further deteriorate and access to most project areas will be possible for projects staff and partners. The demand of food products is sustained. No major natural disaster or dramatic food shortage will disrupt social cohesion and undermine development activities in large parts of the project areas during the life span of the project.

⁹ For overall and specific objectives the values are taken yearly.

¹⁰ For the majority of the target indicators related to results, their number cannot be planned, depending on the requests that the TA will receive from EUD and IPs. The few that are shown are indicative only based on the work plan

	Intervention logic	Indicators	Baselines ⁹ 2017	Targets ¹⁰ 2019	Progress	Sources and means of verification	Assumptions
Specific objective	To increase the smallholders agricultural production in selected project areas	1) Average crop yields increased in project selected areas. 2) Increased livestock production in project areas. 3) Average area cultivated increased in selected areas.		25% 25% 25%		Annual reports and statistics from GoSS departments. Annual reports from IPs working in project areas. Report studies, assessment from national and international organizations. Monitoring missions reports.	Demand for agricultural products is sustained. Farmers and livestock breeders have access to financial resources and quality inputs at reasonable price. Sufficient manpower is available to producers at a reasonable cost. The relevant Implementing Partners have sufficient readily available capacity to deliver extension packages to farmers
Result 1	Monitoring of individual projects or the EU rural development programmes ensured ¹¹	Number of field visit reports produced, discussed and validated with stakeholders.	0	17		Database TA reports IP reports Reports of Monitoring Missions.	Free movements and communications of project personnel will be possible in the project areas

¹¹ The target figures refer to what is possible to plan at this moment but their number may increase according to new projects/contracts or EUD requests

	Intervention logic	Indicators	Baselines ⁹ 2017	Targets ¹⁰ 2019	Progress	Sources and means of verification	Assumptions
Result 2	Overall coherence of all EU Rural Development Programmes ensured in line with overall programme objectives..	<p>Number of recommendations formulated and followed up to a satisfactory conclusion.</p> <p>Number of IP reports analysed/revised.</p> <p>Number and type of documents prepared for the EU.</p>	<p>1</p> <p>3</p> <p>1 Action Fiche</p>	<p>n.a.</p> <p>n.a.</p> <p>n.a.</p>		<p>Database</p> <p>TA reports</p> <p>IP reports</p>	Timely availability of IPs' reports
Result 3	Effective coordination of all activities agencies and stakeholders involved is ensured best practices are harmonised and promoted	<p>Number of coordination meetings organized and facilitated.</p> <p>Number of best practices harmonized and promoted among partners and externally</p> <p>Number of knowledge base product produced and disseminated.</p> <p>Number of visibility actions implemented.</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>8</p> <p>9</p> <p>3</p> <p>n.a.</p>		<p>Database</p> <p>TA reports</p> <p>IP reports</p> <p>Reports of Monitoring Missions.</p>	<p>The IPs are willing to cooperate with local GoSS authorities, accept and embrace the concept of the PMCU and are willing to be part of it.</p> <p>The GoSS State and County officers accept and embrace the concept of the PMCU and are willing to be part of it.</p> <p>The IP partners collaborate in building and maintaining the database.</p> <p>All the stakeholders cooperate to hand over the Database to a local entity at the end of the project.</p>

ANNEX 1 - PMCU ACTIVITIES TIMETABLE																																							
		Inception			Implementation																																		
		2017								2018												2019																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30								
		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct								
INCEPTION PERIOD																																							
a	Logistics	TEAM																																					
b	Presentation workshop	TL																																					
c	Meeting IPs	TEAM																																					
d	Studying past projects' documents	TEAM																																					
e	Missions of specialists	STE																																					
f	Drafting Inception Report	TEAM								INCEPTION REPORT DELIVERED																													
g	Inception Report workshop with stakeholders	TEAM																																					
Result 1																																							
PROJECTS' MONITORING																																							
1.1	Monitoring missions	TEAM/STE																																					
1.2	Database design	STE																																					
	Database updating, mapping and analysis	TEAM/STE																																					
1.3	Community Development Study	STE																																					
1.4	Rural Finance study	STE																																					
1.5	Rural Marketing Development study	STE																																					
1.6	Extension methods guidelines and brainstorming	STE																																					
1.7	Social cohesion study	STE																																					
1.8	Value chain study	STE																																					
Result 2																																							
ENSURING PROGRAMMES' COHERENCE																																							
2.1	Design analysis and recommendations	TL			UPON EUD REQUEST																																		
2.2	Recommendations follow-up	KE2			FOLLOWING MONITORING REPORTS																																		
2.3	Analysis of IPs reports	TEAM			FOLLOWING IPs' REPORTING SCHEDULE																																		
2.4	Guidelines for Calls for Proposals	TL																																					
2.5	Revision of Inception Riders	TL			AD-HOC																																		
Result 3																																							
COORDINATION AND BEST PRACTICES																																							
3.1	Harmonisation workshops	TEAM/STE																																					
3.2	Quarterly review meetings	TEAM																																					
3.3	Production and distribution of guidelines	TEAM/STE																																					
3.4	EU-Donors coordination	TL																																					
3.5	Communication and visibility	STE																																					
HORIZONTAL OUTPUTS																																							
4.1	Extension activities support	KE2/STE																																					
	Statutory Reports				IR			PR						PR						PR							PR					DFR							

**ANNEX 2 of the inception report
Visits calendar and minutes**

VISITS CALENDAR			
Project	NGO	Date	TA
SORUDEV	NPA	25-May	G. Volpe
SORUDEV	HARD	6-Jun	G. Volpe
ZEAT-BEAD	UNIDO	7-Jun	G. Volpe
FSTP	Concern	8-Jun	C. Scaramella
SORUDEV	Concern	9-Jun	G. Volpe
SORUDEV	NRC	13-Jun	G. Volpe
FSTP	VSF	14-Jun	C. Scaramella
FSTP	WV	16-Jun	C. Scaramella
ZEAT-BEAD	GIZ	21-Jun	G. Volpe
Pro-Act	Cordaid	28-Jun	C. Scaramella
Pro-Act	ZOA	29-Jun	C. Scaramella
ZEAT-BEAD	FAO Past.	4-Jul	G. Volpe
Pro-Act	IRC	7-Jul	C. Scaramella
Pro-Act	Oxfam	12-Jul	C. Scaramella

MEETING NPA – SORUDEV 25.05.2017

Judith OTIENO, Grant manager

Emmanuel YENGI, Food Security Deputy Manager

Samuel DENG, SORUDEV Project Coordinator

John MARUTI, Programme Manager

Cartography

Maps received. Originally Lake was a single state, now divided in 3.

LFM

Indicators	baseline	target	actual	notes
<i>Specific Objective</i>	0.7 t/hh		2.2 t/hh	Exchange rate to be verified. Data non comparable because inflation
Yields and income	876 SSP/annum	50% increase	4,045 SSP/annum	
<i>R1 – Extension</i>	25%	75%	53%	Indicator considered unrealistic
1.1 Adoption of good practices				
1.2 Reduction post-harvest losses	50%	85%	32%	
1.3 Increase farmers accessing extension	12%	50%	80%	

<i>R2 – Animal traction</i>				
2.1 Increased use	2%	20%	50%	Availability of spare parts is an issue
2.2 Increased cultivated area	2 feddans	75%	2.8 feddans	
2.3 Use for other purposes	0	20%	0	Bad roads, no row materials, economic crisis
<i>R3 – Markets and groups</i>				
3.1 Farmers accessing inputs locally	2%	25%	48%	
3.2 Local marketing	31%	25%	34%	
3.3 Farmers in institutions	7,5%	50%	100%	
R4 - VSLA	0	75%	83%	

Monitoring findings:

- Relief syndrome supported by Gov't officials challenging the payment of services. Also farmers declare smaller yields fearing a reduction of the support.
- Lack of agro-dealership. Some sell grains distributed by donors as seeds.
- Farmers unions receiving political interference. Issue complicated by the new administrative division of the State
- Incentives given to public extension officers. Nevertheless they move to organisations that pay better.

Ways forward

- To promote Gov't policy for introducing partial subsidization of inputs and tools to avoid free distribution.
- Link local seed dealers with research institutions.
- Encourage registration and legalization of organized producers and introduce quality control.
- Encourage coordination among donors.
- Donors to procure inputs and tools from local producers.

Key problem

How to support extension activities?

MEETING HARD – SORUDEV 06.06.2017

Evans OWINO, Programme manager

Cartography

General map received. Not updated since last TA updating.

LFM

Indicators	baseline	target	actual	notes
<i>Overall Objective</i>				
1. Avg length of food stocks	3.2 months	4.8 Months	3.9 months	Stocks eroded by inflation
2. Forced sale of livestock				Same reason
3. Monthly cash expenditure for food	32%	16%	38%	
4. Avg nr of meals/day	328 SSP 1.9	164 SSP 2.47	9810 SSP 2	Negative also in USD terms
<i>Specific Objective</i>				
1. Yield increase	-	50%	219%, 182%, 52%	sorghum, groundnuts, maize, respectively
2. Income increase	-	258 USD	169 USD	
3. Own produced food increase	82%	90%	74%	
<i>R1 –Animal traction</i>				
2.1 Nr of trainees	2200 farmers	3000 farmers	1673 farmers	Not enough ploughs/oxen
2.2 Area cultivated with animal traction	2 feddans	3.5 feddans	5.7 feddans	Room for increase if tools available
<i>R2 – Farm fertility info</i>				
2.1 Nr of trainees	2200 farmers	3000 farmers	3367 farmers	
2.2 Fertility improved	2200 farmers	3000 farmers	2589 farmers	Low understanding of farmers and lack of labour
2.3 Agro-forestry increase	450 hh	800 hh	767 hh	
2.4 Access to extension	2200 farmers	3000 farmers	3367 farmers	Duplication of 2.1
<i>R3 – Crop diversification</i>				
3.1 Adoption new crops	600 farmers	1000 farmers	1238 farmers	Insecurity, lack of water management
3.2 Income from vegg increase	-	50%	30%	
3.3 Income from fruits increase	150 hh	200 hh	65 hh	
<i>R4 – Post harvest</i>				
4.1 Adoption of practices				High cost of materials for granary construction
4.2 Post harvest losses reduced	800 hh 280 hh	2100 hh 400 hh	1390 hh 523 hh	Indicator wrong because referring to part of beneficiaries 4.1
4.3 Income increase				}Indicators' parameters not logic – no surplus to sell
4.4 Marketing farm produce increase	1800 hh 1800 hh	2500 hh 2500 hh	1156 hh 1156 hh	

Monitoring findings

- The only monitoring report (October 2015) not completed. Practically the project has never been monitored.

Ways forward

- Not to continue the project in Wau County because of security reasons that impedes project implementation.
- Agro-dealers to be encouraged with microcredit and educate farmers in not expecting free inputs from donors

TA support

Support for drafting final evaluation ToR and for sharing result

MEETING IRC – PRO-ACT 06.06.2017

Cosman AYGELLA - M&E Coordinator

Nancy PINGUA - Project Manager

Barak KIANGA - Coordinator

Stanley ANTIGU - Nutrition coordinator

Cartography Received 25/Dec 15 up to Dec 17

General map received.

1600000 Euro 4500 HH tot 213 euro/beneficiary

<i>Title of the Project</i>	Building resilience of vulnerable communities of Panyijiar County through integrated food security and nutritional approaches
<i>Implementing Agency</i>	International Rescue Committee and Universal
<i>Location(s) of the action: specify Counties¹² and Payams¹³ that will benefit from the action</i>	Panyijiar county , Payams: Pachar; Pachak; Ganyiel; Thornoum; Tiap; Pachiejok; Mayom, Kol, Nyal, Pathiel and Katieth
<i>Total duration of the action (months)</i>	23 months
<i>Objectives of the action</i>	<u>Overall objective:</u> To improve the food and nutrition security situation of vulnerable population groups, especially women and children, in conflict affected areas of Panyijiar County. <u>Specific objective:</u> To enhance the capacities of vulnerable groups to sustainably produce and access food
<i>Target group(s)¹⁴</i>	4500 individuals
<i>Final beneficiaries¹⁵</i>	36,000 individuals.
<i>Estimated results</i>	R1- Increased household food availability through improved agricultural productivity and storage (through transfer of sustainable agricultural practices and technologies) R2- Increased household income through enhanced access to market systems (market linkages) and financial services R3- Increased dietary diversity through improved food access and utilisation R4- Increased community capacity to mitigate and enhance resilience to natural shocks and stresses
<i>Main activities</i>	A1 –Enable households to access and use sustainable agricultural practices and inputs that increase crop and/or livestock production and quality A2 – Support households to increase and extend food storage through improved post-harvest knowledge and facilities A3 – Support men and women to utilise key nutrition practices A4 – Support community structures and households on initiatives on the

management of their natural resources

Result 1: Increased household food availability through improved agricultural productivity and storage

The IRC has supported farmers in Panyijar County to increase production of food that is rich in micronutrients and protein. At midterm, this result has achieved the following outputs through capacity building, provision and access to agricultural production inputs.

Output Indicator	Planned Target	Achieved targets Mid-term	Comments
# of hectares where sustainable land management practices have been introduced with EU support	3	2	Average hectare cultivated by a household targeted by midterm
# of producers organizations, women's groups, trade and business associations, farmers that applied improved technologies or management practices	40	52	All FPGs, FFFS and additional groups were formed in the first year
# of individuals receiving rural advisory services (pre and post-harvest) with EU support (Farmer Field Schools, Fisher folk Field Schools)	2,175	1,784	None
# of farmers and Fisher folk receiving inputs (seeds, farming tools, fishing gear)	4,500	2,155	None
# of farmers trained on post-harvest storage practices storage and post-harvest technologies or practices	800	955	None

1. Enabled households to access and use sustainable agricultural practices and inputs that increased crop and/or livestock production and quality

1. Distributed staple crop seeds
2. Established Farmer Field Schools (FFS)
3. Formed Fisher Folk Field Schools (FFFS)
4. Trained Extension Workers
2. Supported households to increase and extend food storage through improved post-harvest knowledge and facilities
 1. Supported seed development and production
 2. Support farmer producer groups

Result 2: Increased household income through enhanced access to market systems and financial services

Output indicator for market access and financial services

Output Indicator	Planned Target	Achieved targets Mid term	Comments
% increase in farmers and fisher folk reporting increased access to markets	+35% baseline (71%)	23.4%	Items were distributed towards the end of the year with no impact to market access.
% increase of individuals reporting increased ability to access loans and finance	+25% baseline (48%)	28%	Some groups members had access to loans which they used to establish small retail business and tea selling.
# of individuals participating in Village Saving and Lending Associations (VSLAs)	500	300	None

a) Support farmer producer groups to increase income through market sales

- 1. Reach agricultural producers with improved technologies and techniques*
- 2. Facilitate farmer, producer and marketing groups to participate in trade fairs and shows*
- 3. Conduct market mapping and weekly market prices and disseminate the information*

b) Supported women to accumulate savings, access social funds and generate interest on cash through participation in Village Savings and Lending Associations (VSLAs)

- 1. Create and support VSLAs*

Result 3: Increased dietary diversity through improved food utilization

Output Indicator	Planned Target	Achieved targets Mid term	Comments
% of children 0-5 months exclusively breastfed	45%	22%	This under-achievement is attributable to the challenges associated with behaviour change. It is a gradual process.
The mean Individual Dietary Diversity Score (DDS) of target beneficiaries increases over the project period	25%	%	Combination of locally available foods into balanced diets remained a challenge because of the nomadic and pastoralist nature of the community.
# of pregnant and lactating women (PLW) and children (6-24 months) receiving micronutrients supplementation and supplementary food through TSFP	1,750 (PLW) 7,121 (CUs)	1,452 (PLW) 5,211 (CUs)	Micronutrients for PLW now being provided in static health facilities and during National immunization days and immunization campaigns, during the reporting period only one round of National Immunization Day was carried out
% of households who report improved ability to grow and eat nutritious food	50%	N/A	Will be measured during the midterm evaluation

1. Supported men and women to utilize key nutrition practices
 2. Supported women and men to produce vegetables in homestead gardens for home consumption
 - i. Provided nutrition-dense agricultural inputs/short maturing variety seeds to women for kitchen gardening
 - ii. Promoted nutrition best practices through cooking demonstrations.
 - iii. Distributed poultry to poor women and youth.
- Build the capacity of community structures, including key SMOH staff to support nutrition initiatives*
Provided training and capacity building on nutrition and Infant and Young Child Feeding (IYCF)

Result 4: Increased community capacity to mitigate and enhance resilience to natural shocks and stresses

Output Indicator	Planned Target	Achieved targets Mid term	Comment
% increase in households reporting improved ability to cope with future shocks	45%	n/a	Will be measured during the mid-term evaluation
# of households applying Sustainable Consumption and Production practices with EU support	2,300	1,460	Implementation of DRR plans on going
# of communities with community disaster risk reduction management committee (CDRMC) plans and frameworks	50	60	New Panyars created have been included

*1. Support community structures and households on initiatives on the management of their natural resources
a) Training on community managed disaster risk reduction*

Monitoring findings

The project seems to be in line with the goals and results, despite periods of suspension because insecurity.

During The 5 remaining months the last activities should be terminated, but due to late grant assignment, the project management team will be not able to make the activities stable and sustainable.

Good project team

The resiliency result, as it is formulate, is too much abstract, no practical activities have been foreseen

Ways forward

It strongly advice that IRC could be continuing the activities in the area in order to stabilizing the activities achieved during the actual grant, and increase the resiliency aspects.

TA support

IRC asked for field visit and continuing sharing of information.

Support for drafting final evaluation ToR and for sharing results.

Constrains:

Clime: 2016 heavy rains resulted in floods that led to impassable roads and destruction of some farms

Politics: Temporary suspension of activities in Panyijar County in January 2017 due to a political misunderstanding between national government and the local authorities

July 2016 violence in Juba interfered with project implementation where IRC was unable to transport cash to the field for project implementation

Economic: Value of the South Sudanese Pound dropped resulting in an increase in operation and program costs

MEETING UNIDO – ZEAT-BEAD 07.06.2017

Ram SINGH, Chief Technical Advisor

Charu CHANDRA, agricultural consultant

Cartography: Received only coordinates.

LFM

Indicators	baseline	target	actual	notes
<i>Overall Objective</i> Value Chains	0	20% hh	?	
<i>Specific Objective</i> Value Chains Implementation	0	30% hh for processing products 20% hh for income increase	?	Not understandable why income increase targets only part of the new processors
<i>R1 – Outputs</i> 2.3 Commodities identified and validated	0	7 identified	5 validated	Could do more but lack of funds and time
2.4 Strategies validated and implemented	0	5 validated	5 Implemented	
2.5 Trainees	0	800	686	
2.6 Centers identified and equipped	0	12 of which 4 equipped	5 equipped	

Monitoring findings: No studies for establishing baseline indicators was done, also because at the origin this was a minor component of a larger FAO-implemented project

- Logframe incomplete and mixing activities with results
- Project coupled with a GIZ project for building slaughterhouses, for promoting Hide&Skin value chain.

Ways forward

- Project finishing on December 2017 by a no-cost extension. A second phase foreseen.
- Cost of a centre: about 70,000 USD
- The state is owner of the centre because it owns the land, but operations are given to groups of private citizens (PPP)

Key problem

- Limiting the work along feeder roads, according to EUD instructions, didn't permit to expand action to higher producing zones
- Supply of equipment from abroad not always appropriate
- Insecurity undermines interest for the activity in the population
- Low income of farmers impede the utilization of the service by potential clients

MEETING Concern – FSTP 08.06.2017

Improved food security, livelihoods and resilience for vulnerable target populations in Northern Bahr el Ghazal, South Sudan

Budget: 1,044,44 Euros Euro/ beneficiaries 6,2

1,550 Households (Approximately 10,850 individuals)

22/ 12/ 14 - 21/12/16

Chol ABUON – FSL Concern Program Manager

Chis Charles OYUA - Program Director

Fiona Mc LYSAGHt - Country Director

Cartography: Not Received yet

LFM: Not received yet

Indicators	baseline	target	actual	notes
<p><i>Overall Objective</i></p> <p>Empower returnees, IDPs and vulnerable populations to improve food security, enhance livelihoods and increase their resilience to disasters</p> <p>Indicator 1: % of children wasted (acute under nutrition)</p> <p>indicator 2: Household Dietary Diversity Score (HDDS): The number of individual foods or food groups consumed by target households</p>	<p>Aweil West GAM - 17.0% SAM 1.8 %</p> <p>Aweil North GAM - 15.8% SAM 1.4%</p> <p>Aweil Centre GAM - 21.1% SAM 5.7%</p> <p>0 7 of a maximum of 12 food groups 2015</p> <p>CI 2 (95% CI 1.95 to 2.1)</p>	<p>100% hh</p>	<p>Aweil West GAM - 17.1% SAM - 4.2%.</p> <p>Aweil North GAM 28.1% SAM 9%.</p> <p>Aweil Centre GAM 14.4% SAM 1.3%</p> <p>?</p> <p>HHDS 5.5 of a Max 12</p> <p>i) Reliance on</p>	<p>The results could have been much worse given the economic and agricultural crisis, but thanks to the distribution of food by the WFP, the situation was kept slightly lower than the baseline</p>

<p>in the past 24 hours</p> <p>Indicator 3: Average score on coping strategy index during the hunger gap for targeted households;</p>			<p>less preferred and less expensive foods (28.8%),</p> <p>ii) Reliance on wild food, hunting and use of immature crop (16.5%)</p> <p>iii) Skipping meals (14.2%).</p>	
<i>Specific Objective</i>				

<p>R1 – Outputs</p> <p>Enhanced and diversified food production and utilisation among returnees, IDPs and vulnerable host populations through improvements in farming (and food-processing) techniques, access to agricultural and veterinary services and knowledge of nutrition</p>	<p>Average yields (sun dried) of Sorghum, Groundnuts, Sesame</p> <p>Sorghum: 520.2kg/ha</p> <p>G/nuts: 602.9kg/ha</p> <p>Sesame: 493kg/ha</p>		<p>Sorghum: 276kg</p> <p>Groundnuts:275kg</p> <p>Sesame: 177kg</p>	<p>General economic and political situation affected the project</p>
<p>Percentage of targeted Households with an agricultural surplus to trade</p>	<p>47%</p>		<p>4%</p>	<p>Result affected by last year's VSF project that provides free vaccines to the beneficiaries</p>
<p>Meal frequency: % of targeted group consuming 2 or more meals a day.</p>	<p>85%</p>		<p>82%</p>	<p>WFP intervention or reduction of food quantity</p>
<p>Percentage of beneficiaries who have access veterinary services in the last 12 months</p>	<p>48,6</p>		<p>12, 5</p>	<p>Same as above</p>
<p>R2</p> <p>Improved</p>				

household income for returnees, IDPs and vulnerable host populations in Aweil West, Aweil North and Aweil Centre Counties of Northern Bahr-el-Ghazal State through income generation and improved market access				
Average yearly income of targeted households	FHH: SSP. 107 MHH: SSP. 212		FHH: SSP 112 MHH: SSP 131	
Percentage of target households not engaged in Income Generating Activities	23		7	
Percentage of targeted beneficiaries who are members of marketing groups and/or value additional for agricultural and livestock produce	7		17,3	
R3 Reduced vulnerability of returnees, IDPs, poor households and their communities to				

shocks and hazards				
Proportion of community disaster risk reduction plans fully implemented	0%		100%	
Proportion of community disaster risk reduction plans fully implemented				
% of beneficiary households surveyed using the infrastructure constructed (e.g. dykes, market stalls)	0%		100%	
# and/or km of community infrastructure improved to reduce the risk for hazards (e.g. dykes, market stalls etc.)	Not predefined at Baseline		Dykes:16.2 Kms Feeder roads : 48.716 Kms Water pond capacity =1755M ³	

Monitoring findings

- Program approach for all Concern intervention in GBeG
- Specific Competences of the staff
Capability to follow and improve other experiences of other EU projects made in the area in the past years
- Resiliency component to be better organized and developed
Nutrition? Need more appropriate studies.

Ways forward

-
- Further fund needed to follow the same activities, increasing the cash for work activities.
 - VSLA could also work in kinds instead cash

MEETING Concern – SORUDEV 09.06.2017

Chis Charles Oyua Program Director

Fiona Mc Lysaght Country Director

Cartography

Not produced. (Aweil)

LFM

Not produced. To wait for the ongoing final evaluation report.

Monitoring findings

- No narrative reports in the contract (to be verified). Only PP presentations for the QRMs.
- VSLA positive experience

Ways forward

- To include crisis modifiers in the coming projects.
- Programmes to be longer
- Extension to be based on phone services
- To include non-agricultural activities

Key problem

- Farmer used to receive free inputs have difficulties in accepting to pay 25% of their costs
- Extension on phones not adapted to field situation at that time, just after the conflict

MEETING NRC – SORUDEV 13.06.2017

Sirak MEHARI, Head of Programmes
 Abel AMET, Project Manager LCAD
 John NGONG, PC-FS
 AMANULLAH, PM-FS
 Tafadzwa MAKATA, FS specialist
 Cartography: Map to be received.
 LFM

Indicators	baseline	target	actual	notes
Overall Objective				
5. Change in hh hunger scale	1.9	-	3	
6. Change in hh Diet Diversity Score	4.36	6+	5.3	
Specific Objective				
4. % change in hh income	36.7%	50%	11.7%	Except millet - 44%
5. % change in yields	kg/crop	10%+	ok	
6. Reports on post-harvest losses	55%	<30%	avg 28.54%	
R1 – Extension				
2.7 Nr of facilitators trained	0	100	200	
2.8 Nr of workers trained	0	60	73	
2.9 Nr workshops	0	6	4	
1.4 Nr of farmers visited twice	195	2000	2589-2861	Range evaluated
R2 – Access to inputs and skills				
2.1 Nr of farmers in field schools	1950	5000	5000	
2.2 Nr of farmers in VSLA	1400	5000	5000	
2.3 Nr of farmers trained in diet and hygiene	0	100 facilitators	2969 farmers	
2.4 Nr of farmers trained in post-harvest tech	0	100 facilitators	2311 farmers	Trees not distributed for motivating farmers to plant their own trees

2.5 Nr of planted trees	0	25000	9678	
R3 – Animal traction	3	5	4.22	26 only paid by farmers
3.1 Nr of cultivated feddan				
3.2 Nr of ox-ploughs purchased	700 subsidized	400 paid	134	
3.3 Nr of jembe/hoes purchased	-	2500	2500	
R4 – Market & value chains				
4.1 Nr farmers trained in market info analysis	0	1000	1966	
4.2 Nr farmers receiving info regularly	0	200	3315	
4.3 Nr of small ets trained	0	8	8	

Challenges

- Low absorption capacity of farmers
- Low literacy and numeracy of farmers
- No extension material for farmers
- No seed stores for farmers
- VSLA activities affected by inflation
- Lack of motivation for farmers to invest in tools because of the bad economic environment

Ways forward

- Include activities of literacy and numeracy in projects
- VSLA to make savings in kind

MEETING – VSF Germany 14/6/17 FSTP

Daniel NDONDI OLAG Area Coordinator 0914619205

Dr Madhel MALEK AGEI Director local partner EDA 0955474101

Silvester OKOTH acting CD 0955315253

August 14 to August 17

No cost extension up to Oct 17 (Paolo GIRLANDO)

Bg 1.666.666 /Beneficiaries 5020 332 euro par person

The monitoring report recommendations have been followed

Cartography

Project area Warap gokreal east and west

General Map states received.

LF revised by the TA 2016

OVERALL OBJECTIVE

To contribute to increased food security, reduced vulnerability and enhanced livelihoods of rural communities by supporting household subsistence farmers in Warrap State of South Sudan

SO#1: To increase sustainable food production and productivity through effective extension services and promotion of animal draught technologies;

SO#2: To increase income of smallholder farmers through promotion of market oriented farming and facilitation of access to credits, markets and linkages between value chain actors;

SO#3: To improve and strengthen the capacity and capabilities of target groups to respond to vulnerability/ shocks caused by climatic, environmental and other factors including manmade conflicts.

RESULT 1: Increased agriculture production and productivity through strengthened extension services and innovative farming.						
<i>Performance Indicators</i>	Actual Result and Comments					
	Baseline	Project Target	Achieved MTE	Year 2	Achievement rate %	Comment
<i>Indicator #1: 30% of cost based project facilitated extension agents (70) reach operational self-sufficiency by end of the project (financial viability)</i>	0	21	16	30	142%	30 Community Ox-plough trainers (COTs) have been self-sufficiently providing animal traction related extension services to the community
<i>Indicator #2: 80% of project facilitated extension agents (90) increase their client reach by 4 times by the end of the project (responsiveness)</i>	44	72	74	74	102%.	82% of project facilitated extension agents have been consistently providing their communities with extension services related to improved agronomic practices and livestock health and production.
<i>Indicator #3: 50% of extension beneficiaries (3000) report at least 30% increase in yield per feddan from using project extension knowledge/information and innovative practices by end of the</i>	0	1500	853	853	57%	Of the 1500 extension beneficiaries in year1, 80% reported increase in their yield with 37% reporting sufficient yield that could sustain them to the next cropping season (FESAP 2015 crop yield assessment).

project (effectiveness)						
<i>Indicator 4:</i> 5% equivalent non-beneficiary farmers (3,000) who replicate innovative farming practices from other farmers improve their crop yield by at least 30% per feddan by of the project (quality)	0	150	50	50	33%	There was a 33% multiplier effect attributed to neighbour farmers picking a few new ideas from the target beneficiaries

RESULT 2: Animal traction is adopted as a viable, cost-effective and sustainable technology and contributes to annual increase in cultivated farmed land improved tillage and increased productivity per acreage;

Performance Indicators	Actual Result and Comments					
	Baseline	Project Target	Achieved MTE	Year 2	Success Rate	Comment
<i>Indicator #1:</i> 50 % of project facilitated ox plough beneficiaries (600) employ the technology every planting season to the end of the project (adoption)	0	300	228	271	90%	271 ox-plough beneficiaries have adopted animal traction during the 2016 cropping season a 20% increase from the 2015 season.(FESAP ox-plough monitoring report)
<i>Indicator #2:</i> 50% of project facilitated ox-plough beneficiaries (600) achieve positive cost-benefit on ox-plough investment (cost-effectiveness) at mid-term and end term evaluation	0	300	291	291	97%	Perceived benefit through comparison – 97% positive
<i>Indicator #3:</i> 50% of project facilitated ox-plough beneficiaries (600) achieve positive labour/effort for relative amount of tillage (depth, linear etc) by end of the project	0	300	249	249	83%	Savings realized from not paying for manual labour
<i>Indicator 4:</i> 50% of project facilitated ox-plough beneficiaries (600) realize at least 30% increase in yield per by end of the project feddan (productivity)	0	300	282	282	94%	94% reported increased yield in the previous season, percentage increase to be calculated after the 2016 season.
<i>Indicator 4:</i> 50% of project facilitated ox-plough beneficiaries (600) report access to at least one parts and service provider by the end of the project (viability)	0	300	219	219	73%	About 73% beneficiaries have access to project trained artisans

<i>Indicator 5:</i> 50% of project facilitated ox-plough beneficiaries (600) achieve at least 50% increase in area of cultivated land by end of the project (productivity)	0	300	291	291	97%	97% of beneficiaries reported a 65% increase in area cultivated under sorghum from an average of 4.7 Feddan to 7.2 Feddan (ox-plough post distribution report)
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RESULT 3: Increase in household income from access to microfinance, from local markets, and from linkages to value chain actors

<i>Performance Indicators</i>	Actual Result and Comments					
	Baseline	Project Target	Achieved MTE	Year 2	Achievement %	Comment
<i>Indicator 1:</i> 30% ASCA members (400) increase their net household income by at least 20% from use of membership loans	0	120	105	210	175%	89% of the total ASCA group members have successfully taken and managed to repay their loans resulting in direct increase in net HH income.(FESAP ASCA monitoring report)
<i>Indicator 2:</i> 50% of all beneficiary producers (1000 crop farmers, 400 vegetable growers, 600 fishers, 600 livestock keepers-chicken) report increase in sales margin of at least 20% on produce sold based on market information by end of the project	0	1600	597	877	55%	Dry season vegetable farmers have reported an increase in their sales margins with fisher folk being the biggest benefactors reporting a 65% increase in sales margin.(FESAP fisheries monitoring report) Poultry farmers have reported a 33% increase in profit margin from the sale of improved chicken breed and a 140% profit margin from the sale of cross-breed eggs.
<i>Indicator 3:</i> 30% of staple crop beneficiary producers (1,000) report at least 20% savings or increase in sales margins from use of new linkages to project facilitated value chain actors (black smiths, agro-vets, cooperatives, community banks, community ox-plough trainers) by end of the project	0	333	300	300	90%	Ox plough farmers registered gains due to linkages with value chain actors.

RESULT 4: : Increased resilience to shocks absorbing shocks from climatic/ environmental changes and absorbing shocks from man-made disasters such as conflict

<i>Performance Indicators</i>	Actual Result and Comments					
	Baseline	Project Target	Achieved MTE	Year 2	Success Rate	Comment
Indicator 1: 30% of producer	0	480	597	817	170%	297chicken keepers, 220dry season

groups (poultry, vegetable gardening, fisheries) members (1,600) are using project extended practices to protect their livelihoods against the impact of common climatic/environmental changes (dry spells, floods, drought) by end of the project						vegetable farmers and 300 fisher folk have had their livelihoods protected against common HH shocks through gaining vital income which has acted as a buffer during the crucial hunger gap. Extra income has also enabled increased access to improved nutrition, healthcare and tuition for children at HH level.(poultry monitoring report)
Indicator 2: One participatory peace building and reconciliation conference is conducted and at least 2 of its resolutions implemented by the end of the project.	0	3	1	1	33%	A peace building and conflict resolution conference was held in the two counties with the active participation of all relevant stakeholders and community members at large. resolutions implementation pending

Monitoring findings

- Lack of agro-dealership. Some sell grains distributed by donors as seeds.
- Lack of row material
- High cost of imported plough materials
- Inflation affecting the overall activities

Ways forward

- To promote the utilization of local material wooden improved ploughs.
- Saving system in kinds instead money.
- Follow the agriculture calendar for the starting date of new projects.
- Market oriented extension
Self-Saving Groups (IGAs/ASCAs)

Key problem

Inflation not sustainable

Lack of row material

MEETING World Vision – FSTP 16/06/17

**Improving Food & Nutrition Security For Vulnerable Groups in Warrap State
November 1, 2014 & Ending Date: October 31, 2017 36 Months**

1.500. 000 Euro / 7000= 214

Jacobus KOEN program Development and quality Assurance Director

Ntando MLOBANE National FSL Cluster Co-Cordinator

Berhanu WOLDE Project Manager Warrap Zone

Cartography: Maps received. Former Warrap State: 4 Counties, 8 Payams & 16 Boma

Overall Objectives: - To Improve food security and nutrition for vulnerable groups in Warrap State, South Sudan

SO: % vulnerable households who report improved capacity for food production: 75 %

SO: % of farmer group members who report improved skills to support mother and child nutrition: 75%

Result 1: Strengthen community-level institutions;

Result 2: Increased Yield, Income & Reliability of Agri. Production

Result 3: Improved utilization of food

LFM

Objectively verifiable indicators	Baseline	Year-I		Year-II		Year-III		EoP Target	NOTE	
		Targets	Achievements	Targets	Achievements	Targets	Achievements			
-	-	-	-	-	-	-	-	-	-	
30 % targeted households will have year-round access to sufficient food to meet family needs	4,33	3,33	-	2,33	-	1,33	-	1,33	-	
SO: % vulnerable households who report improved capacity for food production: 75 %	33,5	46,50	-	59,50	-	75,00	-	75	-	
SO: % of farmer group members who report improved skills to support mother and child nutrition: 75%	52,6	59,60	-	66,60	-	75,00	-	75	-	
1.1 Number of community groups with functioning farmer networks: 50 (R1)	0	20,00	20,00	40,00	20,00	60,00	-	60	-	
1.2 % of surveyed HH members who report perceived sense of improved social cohesion during life of project: 65 % (R1)	50,1	55,10	-	60,10	-	65,00	-	65	-	
1.3 Collection of case studies (most significant change stories) to demonstrate social impact: 4 (R1)	0	1,00	1,00	2,00	-	3,00	-	3	-	

2.1 % change of agricultural Production: 40% (R2)	<u>0</u>	<u>15,00</u>	-	<u>25,00</u>	-	<u>40,00</u>	-	<u>40</u>	-
	<u>240,4</u>	-	-	-	-	-	-	-	-
	<u>76,3</u>	-	-	-	-	-	-	-	-
	<u>19,4</u>	-	-	-	-	-	-	-	-
2.2 % of households using at least five new crop production method: 20% (R2)	<u>12,4</u>	<u>14,40</u>	-	<u>16,40</u>	-	<u>20,00</u>	-	<u>20</u>	-
2.3 % of households have improved access to farming inputs: 40% (R2)	<u>31,7</u>	<u>33,70</u>	-	<u>36,70</u>	-	<u>40,00</u>	-	<u>40</u>	-
2.4 % of households have improved diet diversity: 75% (R2)	<u>49,1</u>	<u>57,10</u>	-	<u>65,10</u>	-	<u>75,00</u>	-	<u>75</u>	-
2.5 Number of MoAF extension workers utilising the farmer field school methodology: 40 (R2)	<u>2</u>	<u>8,00</u>	-	<u>14,00</u>	-	<u>20,00</u>	-	<u>20</u>	-
2.6 % of vulnerable households report increased income: 50% (R2)	<u>20</u>	<u>30,00</u>	-	<u>40,00</u>	-	<u>50,00</u>	-	<u>50</u>	-
	<u>432,52</u>	-	-	-	-	-	-	-	-
	<u>123,58</u>	-	-	-	-	-	-	-	-
2.7 % change in the number of farmers who report 2 or more visits per year by MoAF extension workers; Target value 75% (R2)	<u>15</u>	<u>35,00</u>	-	<u>55,00</u>	-	<u>75,00</u>	-	<u>75</u>	-
2.8 % of households employing improved food storage techniques: 60% (R2)	<u>47,8</u>	<u>52,80</u>	-	<u>56,80</u>	-	<u>60,80</u>	-	<u>60,8</u>	-
2.9 All Community Disaster Committees have disaster preparedness plans:4 (R2)	<u>0</u>	<u>4,00</u>	<u>4,00</u>	<u>0,00</u>	-	<u>0,00</u>	-	<u>4</u>	-
2.10 % of farmers have adopted three farming strategies that will reduce risk to disaster and climate change: 60% (R2)	<u>12,6</u>	<u>28,60</u>	-	<u>44,60</u>	-	<u>60,00</u>	-	<u>60</u>	-
2.11 % of farmers have adopted at least three NRM methodology: 40% (R2)	<u>9,1</u>	<u>19,10</u>	-	<u>29,10</u>	-	<u>40,00</u>	-	<u>40</u>	-

3.1 % change in referrals to health facilities for children (aged 6-23 months) identified with diarrhoea, pneumonia, malaria, anaemia, malnutrition and other childhood diseases by community nutrition volunteers (R3)	-	-	-	-	-	-	-	-	The local partner start late the implementation of activities because legal issues with GOV
3.2 % change in exclusive breastfeeding of children under 6 months of age: 10% (R3)	<u>43,1</u>	<u>46,10</u>	-	<u>49,10</u>	-	<u>53,1</u> <u>0</u>	-	<u>53,1</u>	
3.3 % change of children (aged 6-23 months) receiving a minimum acceptable diet (MAD): 40% (R3)	<u>12,5</u>	<u>22,50</u>	-	<u>42,50</u>	-	<u>62,5</u> <u>0</u>	-	<u>62,5</u>	
3.4 % of women report increased food consumption during most recent pregnancy: 40 % (R3)	<u>16,9</u>	<u>27,90</u>	-	<u>38,90</u>	-	<u>40,0</u> <u>0</u>	-	<u>40</u>	
3.5 % of households report increased frequency of hand-washing: 60% (R3)	<u>27,3</u>	<u>38,30</u>	-	<u>49,30</u>	-	<u>60,0</u> <u>0</u>	-	<u>60</u>	
3.6 Number of people trained in participatory health and hygiene promotion: 5000 people (R3)	<u>0</u>	-	-	-	-	-	-	-	
3.7 Number of functional positive deviant hearth support groups: 250 PD Hearth support groups (R3)	<u>0</u>	-	-	-	-	-	-	-	

Improving Food Security and Nutrition for Vulnerable Groups in Warrap State Project - Indicator Tracking Table for the Project Period

Improving Food Security and Nutrition for Vulnerable Groups in Warap State Project - Indicator Tracking Table for the Project Period																																		
Objectively verifiable indicators	Indicator Definition	Baseline	Year 1										Year 2										Year 3											
			1 Qtr Target	2 Qtr Target	3 Qtr Target	4 Qtr Target	Annual Targets	1 Qtr Achiev ment	2 Qtr Achiev ment	3 Qtr Achiev ment	4 Qtr Achiev ment	Annual Achiev ment	1 Qtr Target	2 Qtr Target	3 Qtr Target	4 Qtr Target	Annual Targets	1 Qtr Achiev ment	2 Qtr Achiev ment	3 Qtr Achiev ment	4 Qtr Achiev ment	YTD Achiev ment	1 Qtr Target	2 Qtr Target	3 Qtr Target	4 Qtr Target	Annual Target	1 Qtr Achiev ment	2 Qtr Achiev ment	3 Qtr Achiev ment	4 Qtr Achiev ment	YTD Achiev ment	EoP Achiev ment	EoP Target
30 % targeted households will have year-round access to sufficient food to meet family needs	This indicator will measure the percentage change in household food deficit months over a 12 month period	4.33					3.33									2.33						3.83						1.33						1.33
SO: % vulnerable households who report improved capacity for food production: 75 %	Percentage of farmers who adopt at least five of the following improved farming practices such as; land preparation, timely planting, inter cropping, crop rotation, line planting, proper spacing, use of improved seeds, use of fertilizers etc	33.5					46.50									59.50						76.60						75.00						75
SO: % of farmer group members who report improved skills to support mother and child nutrition: 75%	Percentage of farmers who adopt at least two of the following improved skills to support mother and child nutrition: exclusive breastfeeding for in the first six months, food diversity, extra meal during pregnancy, complimentary feeding, immediate breast feeding after birth etc	52.6					59.60									66.60						82.11						75.00						75
1.1 Number of community groups with functioning farmer networks: 50 (R1)	This indicator measures percentage of farmer groups that meet regularly as per the set group by-laws	0		20.00			20.00				20.00	20.00				40.00		20.00				40.00			20.00		60.00							60
1.2 % of surveyed HH members who report perceived sense of improved social cohesion during life of project: 65 % (R1)	Surveyed Households members who report an improved positive interpersonal relations, communal engagements and trust among group members and other members of the community	50.1					55.10									60.10						66.80						65.00						65
1.3 Collection of case studies (most significant change stories) to demonstrate social impact: 4 (R1)	Number of case studies conducted to inform program on most significant change	0					1.00				2.00	2.00				1.00	2.00				2.00	4.00			1.00	3.00							3	
2.1 % change of agricultural Production: 40% (R2)	Percentage of households who had an increase in production of major crops (sorghum, ground nuts and sesame) per Feddan	0					15.00									25.00												40.00						40
	Sorghum harvest in Kgs /Feddan	240.4																				124.00												
	Ground Nuts harvest in Kgs	76.3																				146.71												
	Sesame harvest in Kgs /Feddan	19.4																				62.54												
2.2 % of households using at least live new crop production method: 20% (R2)	Percentage of households who used live improved crop production method in the last planting season.	12.4					14.40									16.40						76.10					20.00							20
2.3 % of households have improved access to farming inputs: 40% (R2)	Percentage of households who report access to improved seeds	31.7					33.70									36.70						56.30					40.00							40
2.4 % of households have improved diet diversity: 75% (R2)	The number of different food groups consumed over a given reference period. To better reflect a quality diet, the number of different food groups consumed is calculated, rather than the number of different foods consumed, the indicator is designed to measure household diversity, on average, across all members using a 24hr recall period.	49.1					57.10									65.10						46.20					75.00							75
2.5 Number of MoAF extension workers utilising the farmer field school methodology: 40 (R2)	Number of ministry of agriculture and Fisheries workers who participate in educating farmers using farmer field schools	2	6.00				8.00	6.00				8.00	6.00			14.00	4.00					26.00	6.00			20.00			8.00				20	
2.6 % of vulnerable households report increased income: 50% (R2)	% of households reporting increased income	20					30.00									40.00											50.00							50
	Monthly HH Income in SSP	432.52																				679.46												
	Monthly HH Income in USD	123.58																																
2.7 % change in the number of farmers who report 2 or more visits per year by MoAF extension workers. Target value	Percentage of farmers who report 2 or more visits per year by MoAF extension workers	15					35.00									55.00						74.00					75.00							75
2.8 % of households employing improved food storage techniques: 60% (R2)	Percentage of households employing at least one improved food storage techniques e.g granaries, drying racks, sacks etc	47.8					52.80									56.80						52.80					60.80							60.8
2.9 All Community Disaster Committees have disaster preparedness plans:4 (R2)	This indicator measures community committees with disaster preparedness plans that are actionable	0		4.00			4.00			4.00		4.00				0.00						4.00				0.00								4
2.10 % of farmers have adopted three farming strategies that will reduce risk to disaster and climate change: 60% (R2)	Percentage of farmers who have adopted one or more farming strategies that will reduce risk to disaster and climate change: 60% (R2), i.e. mulching, shade, early planting, heat resistant varieties, short term growth plants, improved varieties	12.6					28.60									44.60						31.80					60.00							60
2.11 % of farmers have adopted at least three NRM methodologies: 40% (R2)	Percentage of farmers who use at least one of the following NRM methodologies: Natural Regeneration of trees, Tree Planting, Soil and Water Conservation Practice, Agro-forestry practice, Inter-cropping, different water harvesting techniques	9.1					19.10									29.10						24.00					40.00							40
3.1 % change in referrals to health facilities for children (aged 6-23 months) identified	This indicator measures cases referred by community nutrition volunteers																																	
3.2 % change in exclusive breastfeeding of children under 6 months of age: 10% (R3)	Percentage of mothers who report having exclusively breast fed a child under 6 months	43.1					46.10									49.10						38.50					53.10							53.1
3.3 % change of children (aged 6-23 months) receiving a minimum acceptable diet (MAD): 40% (R3)	non-breast fed children 6-23 months of age who receive atleast 2 milk feedings and had at least the minimum dietary diversity not including milk feeds and minimum meal frequency during the previous day	12.5					22.50									42.50						14.90					62.50							62.5
3.4 % of women report increased food consumption during most recent pregnancy: 40 % (R3)	Percent of mothers who had birth within the previous two years, who report increasing the number of meals or snacks during pregnancy	16.9					27.90									38.90						34.40					40.00							40
3.5 % of households report increased frequency of hand-washing: 60% (R3)	Percent of households who recall practicing hand-washing using effective product such as soap or ash, at least two critical times during the past 24 hours	27.3					38.30									49.30						42.20					60.00							60
3.6 Number of people trained in participatory health and hygiene promotion: 5000	Number of individuals trained on personal hygiene and sanitation	0					100.00									300.00		224.00				224.00					500.00							500
3.7 Number of functional positive deviant health support groups: 250 ED Health support	Functional positive deviant support groups	0					5.00									10.00		15.00				15.00					15.00							15
Output Indicator																																		
Result 1 output 1 Farmer networks trained and supported																																		
1.1.1 Carrying out 50 consultation meeting at	Number of consultation meeting conducted at boma level	0	40				40.00		48.00			48.00				50.00					48.00					50.00							50	
1.1.2 Group development trainings 236 groups	Number of groups trained on group development	0	236				236.00		236.00			236.00				236.00						236.00					236.00							236
1.1.3 Business development and market linkage trainings to 50 groups	Number of groups trained on business development and market linkage	0	40				40.00		38.00	15.00		53.00	10			50.00		35.00				88.00					50.00	40.00		128.00				50
1.1.4 Train 40 TOT on package of climate smart NRM	Number of groups attended TOT on climate smart NRM techologies	0	8				8.00		40.00			40.00	8			16.00		20.00				80.00					16.00							16
1.1.5 Training of 40 TOT facilitators on FFS methodology for 5 days @ 80	Number of TOT Facilitator trained on FFS	0	25				25.00		25.00			25.00	15			40.00		19.00				44.00					40.00	20.00		64.00				40
1.1.6 Capacity building to project staffs(8 field	Number of staff mentorship sessions conducted	0	8				8.00	10.00				10.00	8			8.00	12.00					12.00								12.00				2
1.1.7 Hold a national symposium on agricultural extension to develop improved strategies for extension services in south sudan (Temporarily Delayed)	Number of national symposium conducted on agricultural extension	0				1	1.00					0.00				2.00		1.00				1.00												2
Result 2, output 2 Improved knowledge on climate smart agricultural practices																																		
2.2.1 Establishment of 40 demonstration plots (promoting climate smart agricultural practices.) 2 water saving technology	Number of demonstration plots established	0					40.00		40.00			40.00				16.00		16.00				66.00					20.00				76.00			40
2.2.2 provide seeds for 2250 kitchen vegetable gardens at HH level	Number of HH received vegetable seed	0	2250				#####		2250.00		2250.00	#####	1000			#####		1206.00		3406.00					3000		#####	1674.00	871.00		6001.00			4250
2.2.3 training of 40 farmers groups on conservation Agriculture	Number of farmers group trained on Conservation Agriculture	0	25				25.00		30.00			30.00	25			25.00		25.00				55.00					0.00			55.00				40
2.2.4 Organisation of 40 farmer field days	Number of field days conducted	0	7	8			15.00		10.00	5.00	15.00		7	8		30.00						15.00	30.00		5	5		40.00			30.00			40
2.2.5 provide training in kitchen water conservation	1. Number of women who attended the training on Kitchen water conservation	0					50.00					50.00				50.00						106.00					0.00					106.00		100
2.2.6 provide training in improved trellis (ramp for larger area cultivation	Number of women who attended the training on improved trellis (ramp for larger area cultivation	0					50					50				50						106.00												100

Last monitoring report findings and recommendations – Angus

Improve its efforts to increase EU visibility among its project activities;

This is done (35 sign posts, 8 banners and different stickers with EU logo used)

Continue to set the agenda and lead coordination meetings with the SMAFCRD;

Took the lead in establishing PSC Meeting & also actively taking part on different FSL coordination and cluster meeting

Establish (together with the SMAFCRD) a number of working briefs in the fields of like GIS-referenced registration of activities by various partners)

Geographic coordinate/GPS data collected for each operation Payam and Boma

Commission an external mid-term evaluation (MTE) as foreseen under the project;

Done on time & the report shared with EU

Ensure to collect relevant project information against its baseline;

Data collected during MTR

Emmanuel TAVO

Proceed with planting and harvest forecasts and crop production estimates.

We did this last year. In this year, started collecting data on area cultivated & planted by crop type. Later on we will collect data on yield estimate.

Gradual transfer to cost recovery

Even though our targets are vulnerable group, we started cost recovery with seed repayment in kind after harvest. (Last year 85% recovered)

Project scope & coverage interims of beneficiary and area coverage

Adjusted during Inception period (Reduction of one county & 2000 HHs)

Revision of log frame, Indicator and proposal so as to reflect the reality

Revised and endorsed by EUD with first rider

Coordination & Collaboration with other partners.

County PSC Meeting initiated among all partners

Need for project exit strategy

Exit strategy produced and shared with EUD. First consultation done with partner.

Project visibility

35 sign posts, 8 banners and different stickers with EU logo used

Monitoring findings

- The three NGO's (WV; VSF G; NRC) working in the same state and area are meeting every 3 Moths in order to have a same strategy and avoid overlapping.
- Program approach with other related activities.
- Introduction of varieties but are not improved neither drought resistant, except sorghum GeM.
- Drought spell affected some area of Sorghum cultivation.

-
- Distribution in kinds not in food. Incentives given to public extension officers. Nevertheless they move to organisations that pay better.
 - LF changed from TA last meeting 2016
 - Security situation in Wau
 - The local partner starts late the implementation of activities because legal issues with GOV.

Challenge & Way outs

Security concern in some operational area in different time. (Make difficult field Monitoring, field technical support & attending training & Affects getting planting materials: Sweet potato & Cassava from West Equatorial or Wau area.

Water shortage or early dried up of small water sources because of excess usage especially in GE & TN area

Need for small water catchments structure development like pond or micro dams.

Area of Support from EU TA

Climate Smart Agricultural Practice training which was recommended by former EU TA during their monitoring visit and we have been looking for the resources person since year two.

Resources person for 3-5 days training; before looking for resources outside South Sudan.

To facilitate the continuation of quarterly EU partner meeting which was a key learning opportunity and forum for harmonization.

MEETING GIZ – ZEAT-BEAD 21.06.2017

Christine BONSUK, Programme Officer

Cartography: n.a

LFM

Indicators	baseline	target	actual	notes
Overall Objective				No indicators
Food Access and Availability				
<i>Specific Objectives</i>				
SO1 Enlarging processing storing marketing agr produce	0	10% increase	?	Not valuable until equipment and construction completed
SO2 Legal PPP framework done and disseminated	0	5 contracts	2	
SO3 Private operators in activity	0	5	0	

Progress

- Wau: slaughterhouse and warehouse drawings to be redone
- Aweil: Equipment not completed 100%
- Rumbek: tender for contracts to be launched
- Kuajok: works done 80%

Ways forward

- Project ending on July 2018 by a no-cost extension.

Key problem

- Turnover of officials: trained people left the posts

MEETING– Cordaid 28/6/17 PROACT

Jen 2016 Dec 18

Mahateme MIKVE - Resilience program manager Phone 955812153 /925797159

Valore medio 2.600.000/Beneficiaries 18000 = 144 euro par person

Cartography: given

Project area Upper Nile

OVERALL OBJECTIVE

LOGICAL FRAMEWORK FOR THEE.C. PRO-ACT (Pro-Resilience Action) PROPOSAL of CORDAID in UPPER NILE STATE				
	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objective <i>(impact)</i>	OO – To improve the food security and disaster resilience of vulnerable population groups in the conflict affected Upper Nile State (3 counties) of South Sudan.	<ul style="list-style-type: none"> - <i>number of households with improved food security(i.e. better availability, access, quality of food)</i> - <i>number of communities with enhanced disaster resilience (implementing communal action plans for disaster risk reduction)</i> 	<ul style="list-style-type: none"> - Government statistics - UN/Donor reports 	<p>No extreme insecurity</p> <p>No extreme weather conditions</p>
Specific objective <i>(impact)</i>	SO - To enhance the capacities of disaster-prone communities to sustainably produce and/or access nutritious food, in Fashoda, Panyikang and Malakal counties of Upper Nile.	<ul style="list-style-type: none"> - 3000 households with increased availability of food, through in increase of their food production by 50% - 3000 households with improved quality of food, through diversified food production - 300 selected households with increased income (150 Euro / month average), through farming as a business - 9 communities with improved resilience to floods related disaster risks, through implementation of community managed floods risk reduction and/or WASH activities - 9 communities with improved resilience to conflict risks, through implementation of community managed peace building & reconciliation activities 	<ul style="list-style-type: none"> - Baseline survey - Annual food security reviews (monitoring food availability, access, quality) - Annual Disaster Resilience reviews (monitoring of CMDRR action plans) - Annual Project Progress reports - Mid-term evaluation - Final evaluation 	<p>No extreme insecurity</p> <p>No extreme weather conditions</p>
Expected results	R1 - Improved knowledge and capacity of 9 communities, 4 county government departments and 3 local NGO's to enhance	1.1.1..90% of trained trainers actively and effectively involved in the training of- and support to community members regarding	<p>For Result 1 and Result 2:</p> <ul style="list-style-type: none"> - Baseline survey 	<p>No extreme insecurity</p> <p>No extreme weather</p>

(outcomes)	food security and disaster resilience in an integrated manner (incl. peace building, disaster prevention).	<p>CMDRR</p> <p>1.1.2 90% of trained community members play an active role in CMDRR</p> <p>1.2.1 90% of disasters and their consequences adequately addressed by the CLAPs</p> <p>1.3.1 the # of cases of local conflict has decreased by 50%</p> <p>1.3.2 90% of the target community members feel that their peace and security situation related to local conflict has significantly improved</p> <p>1.4.1 95% of FFS groups have successfully completed a full FFS cycle</p> <p>1.4.2 80% of FFS group farmers experience in increase of production of more than 25%</p> <p>1.4.3 During 90% of the year food is sufficiently available to the farmers and/or on the markets</p> <p>1.4.4 the accessibility of food throughout the year has improved by 30%</p> <p>1.5.1 80% of FFS groups have received effective support from extension workers</p> <p>1.6.1 At least 3 feasible and promising agri-business opportunities are identified and developed</p>	<ul style="list-style-type: none"> - Annual food security reviews (monitoring food availability, food quality, access to food) - (monitoring food availability, food quality, access to food) - Annual Disaster Resilience reviews (monitoring of Community Managed Disaster Risk Reduction action plans) - Annual reviews of well-being with regard to peace and security (various sources incl. UN) - Mid-term evaluation - Final evaluation 	conditions
	<p>R2 - Enhanced food security of 9 communities (3,000 households) through the implementation of disaster prevention and food security measures (incl. improved agricultural and veterinary practices, income generation, natural resource management, access to clean water and peace building).</p>	<p>2.1.1 Number of cases of loss of life due to drowning or flood induced health problems reduced</p> <p>2.1.2 Damage to property and agricultural production and produce reduced by 30%</p> <p>2.2.1 90% of the target group households have year-round access to clean drinking water</p> <p>2.2.2 75% of all community members have year-round access to clean drinking water</p>		

		<p>2.2.3 # of cases of water-borne diseases reduced by 50%</p> <p>2.3.1 95% of FFS group members have a clear overview of their productivity</p> <p>2.4.1 At least 90% of the trained persons successfully conclude the agricultural school training</p> <p>2.5.1 At least 90% of the agricultural school graduates implement new agri-business opportunities and earn an additional € 150/month</p>		
Activities <i>(outputs)</i>	A1.1- Training of local authorities and community members in Community Managed Disaster Risk Reduction (CMDRR) and Participatory Disaster Risk Analysis (PDRA)	<p>Means for specific activities:</p> <ul style="list-style-type: none"> - Cordaid experts / program managers (CMDRR, Food Security and Security & Justice experts) - Training materials, venue rental, - Transport, food& accommodation participants 	<p>What are the sources of information on action progress?</p> <ul style="list-style-type: none"> - Activity Progress reports (first 6 months of year) - Annual Progress reports - Monthly FFS Facilitator reports - FFS group reports - Community / NGO reports on CMDRR progress 	<p>No extreme insecurity</p> <p>No extreme weather conditions</p> <p>CMDRR trainers available</p> <p>FFS trainers available</p> <p>Agro-business trainers available</p>
	A1.2- Development of Community Level Action Plans	<ul style="list-style-type: none"> - Project Staff/Facilitators - Venue costs; meals and refreshments; 		
	A1.3- Training of Peace building and Reconciliation	<ul style="list-style-type: none"> - Trainers/facilitators (consultant+project staff) - Training materials, hand-outs and stationery, training venue, - Accommodation, meals and refreshment and transport for participants 		

	<p>A1.4 Training of farmers on improved farming and livestock practices through Farmer Field Schools</p>	<ul style="list-style-type: none"> - FFS trainers (project staff) - Training materials - Food&accommodation, transport for FFS facilitation trainees - Leaflets, tea and refreshments - Material inputs demonstration plot: (seeds, fertilizer, tools, bags) - Improved hand tools to be provided to the FFS group participants. 		
	<p>A1.5 Training local government authorities, extension workers, NGO and community leaders in community based monitoring and impact measurement of Farmer Field Schools (FFS)</p>	<ul style="list-style-type: none"> - Trainers/facilitators (consultant/project staff) - Training fees, training hall, stationery, meals and refreshment, and transport costs. 		
	<p>A1.6 Conduct a Food Security and Fragility Analysis to further develop food security & economic opportunities Action Plans</p>	<ul style="list-style-type: none"> - Consultant - Venue rental, refreshment and transport costs. 		
	<p>A2.1 Construction/building dykes and planting trees on river banks to reduce flood risks</p>	<ul style="list-style-type: none"> - Facilitator (consultant), meeting venue, meals and refreshment for participants, - Materials for dykes, other than locally available, and transport costs. 		No extreme insecurity
	<p>A2.2 Support to improve access to clean drinking water</p>	<ul style="list-style-type: none"> - Standard UWASH Cluster kits per household (in-kind from UNICEF and WASH Cluster Pipeline) - Transport (local travel-flights and car hire); meals and refreshment, consultancy fee; borehole spare parts, borehole technicians' fees, construction materials and labour costs. 		No extreme weather conditions
				Micro-finance institutions available

A2.3- Organize small-scale producers (farmers, agro-pastoralists) into groups, and support the implementation and monitoring of Food Security activities (agricultural recovery, Farmers Field Schools, post-harvest management)	<ul style="list-style-type: none">- Trainers (Project Staff)- Surveyors (Project staff/consultant)- External auditor															
A2.4 Organize women and adolescents into groups, and train them in implementing of Economic Opportunities (value chain development, agribusiness, savings & loans)	<ul style="list-style-type: none">- teachers/trainers in agricultural value chains and business development- venue for agricultural school (in collaboration with Government)- food, accommodation and transport for 300 trainees for 90 days- training materials- basic starting package for each trainee															
A2.5 Support 300 trained target group HH members(esp. women and adolescents) to implement an agro-business	<ul style="list-style-type: none">- Project and extension staff time- financial support packages for 50 graduates- Refreshments for refresher/follow up meetings with graduated trainees- VSLA start-up capital@ € 10,000/community															
	Means for all activities: <ul style="list-style-type: none">• Local offices in 3 counties in Upper Nile (Malaka, Fashoda, Panyikang)• Toyota Landcruiser vehicle for field coordination (rental) and use of Cordaid 2nd vehicle• 1 Motor boat (to be used during rainy seasons) and otherwise hard to reach places• 5 motorbikes for county project coordinators and technical officers (DRR, FS, M&E, logistics)• 8 laptop computers• 1 heavy duty printer		Costs: <table><tr><td>Human Resources</td><td>956,640</td></tr><tr><td>Travel</td><td>107,872</td></tr><tr><td>Equipment&Supplies</td><td>136,780</td></tr><tr><td>Local Office</td><td>230,290</td></tr><tr><td>Other Cost&Services</td><td>53,504</td></tr><tr><td>Other Programme Cost</td><td><u>935,137</u></td></tr><tr><td>Sub-Total</td><td>2,420,223</td></tr></table>	Human Resources	956,640	Travel	107,872	Equipment&Supplies	136,780	Local Office	230,290	Other Cost&Services	53,504	Other Programme Cost	<u>935,137</u>	Sub-Total
Human Resources	956,640															
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Local Office	230,290															
Other Cost&Services	53,504															
Other Programme Cost	<u>935,137</u>															
Sub-Total	2,420,223															

		<ul style="list-style-type: none"> • Internet wireless connection (Malakal) • Office furniture and stationery • Thuraya phones (6, for county coordinators and technical officers) • Long range Radio Communication system 	Indirect Cost (7%) 169,416 Contingency 2.5% <u>64,741</u> TOTAL COST 2,654,379	
--	--	--	--	--



Indicators	baseline	target	actual	notes
R1- Improved knowledge and capacity of 9 communities, 4 county government departments and 3 local NGO's to enhance food security and disaster resilience in an integrated manner(incl. peace building, disaster prevention)	No base line done	16	9	Ongoing activities
R2 - Enhanced food security of 9 communities (3,000 households) through the implementation of disaster prevention and food security measures (incl. improved agricultural and veterinary practices, income generation, natural resource management, access to clean water and peace building).		3000	0	No activities done, due insecurity.

Monitoring findings

- Insecurity reasons oblige the suspension of the project activities for 2 periods of total 4 months.
- After 18 months of implementation very insignificant activities have been done, but still there are 18 months forward
- The project has accumulate delay because the security situation.

Ways forward

- Change of targets area for some bomas and payams.(Discussed with Rukusa Charles, formal proposal must be approved)
- Follow the agriculture calendar for the starting date of news project.

Key problem

- Volatile security situation and accessibility to some areas
- Inflation
- Lot of mines in the targeted area
- People movement prevent activities of resiliency
- Security threats
- Unpredictable rainfall patterns leading to high flooding



Support development of regulations for management of grazing and cropland areas at community level													
i.	Strengthening rules and regulations plus enforcement, demarcation	11	By laws	0	0	0	Prep						
ii.	Facilitate functional systems in all targeted payams to follow up on		Land De	0	0	0	Prep						
iii.	Develop a simple basic land register.	6	Land Re	0	0	0	Prep						
				0			0	Executed					
Capacitate producer groups to produce sufficient staple food (sorghum) on own farm													
i.	Establishment of producer groups, assessment of functioning, capacities	60	Produce	60	60	60	Prep	Done					
ii.	Seeds, agrochemicals (Herbicides) & tools procurement and distribution.	1500	House holds	1500	1500	1500	Prep						
iii.	Farmer groups trainings on improved production techniques and TOT	120	Traini ng	120	120	120	Prep						
iv.	On-farm and government-led demonstrations Conservation	60	Demo plots				Prep						
v.	Training on leadership, Training on group dynamic and management and	60	Traini ng	60	60	60	Prep	Done					
				60			60	executed					
Support formation of producer-associations													
i.	Assessment of existing farmers associations, strengths/weaknesses.	2	Produc er	0	0	0	Prep						
ii.	Trainings on value chain development and their relevance to the chain.	4	Traini ng	0	0	0	Prep						
iii.	Trainings on association formation, management and advocacy on co-	4	Traini ng				Prep						
iv.	Organise cross-boarder exchange visit for enlight on PA functionality.	2	Learni ng				Prep						
v.	Market linking by work shopping traders and producer groups together to	1	Works hop	0	0	0	Prep						
				0			0	executed					
Support capacity development of Local Government extension staff in conservation agriculture													
i.	Agreement with Gov. department county level (CAD) for secondment of AEW.	5	CAD Mo	5		5	Prep						
ii.	Identify the AEW and schedule them into the workplan.	10	AEW	10		10	Prep						
iii.	Capacity building/ Trainings.	2	Traini ng	2		2	Prep						
					1		1	executed					
Facilitate provision of follow-up and after-care services													
i.	Follow-up visit to the respective family farms.			0	0	0	Prep						
ii.	Monitoring the project progress indicators.			0	0	0	Prep						
iii.	Monitoring and enforcing the adoption of the trainings offered at the FFS.			0	0	0	Prep						
					0		0	executed					



R 3 Access to a healthy and divers types of food increased													
3.1	Facilitate formation of vegetable producer groups												
i.	Identification and establishment of vegetable farming groups.	10	Vege group	10	0	10	Prep						
ii.	Distribute vegetable seeds and tools.	250	Veg. Kit	250	0	250	Prep						
iii.	Capacity build the groups to achieve the legal entity with the ministry of	10	Traini ng	10	0	10	Prep						
3.2	Capacitate vegetable producers to improve all season growing, processing and marketing techniques												
i.	Train on; Nursery bed preparations, establishment and management ii. Pests and diseases control. iii. Harvesting, storage, marketing and	40	Traini ng sessio n	40	0	40	Prep						
ii.	Distribution and training on use of treadle pumps, and vegetable growing	30	Treadle	30	0	30	Prep						
3.3	Facilitate formation of fishery groups												
i.	Identification and establishment of fisher folk groups.	10	Fishin g	10	0	10	Prep						
ii.	Advice the groups on bylaws and constitution development to achieve	10	Traini ng	10	0	10	Prep						
3.4	Capacitate fisher folks to improve all season fishing, processing and marketing techniques												
i.	Training of fisher folks on better fishing methods and the right net	10	Traini ng	10	0	10	Prep						
ii.	Disitribution of fishing gear.	250	hh	250	0	250	Prep						
iii.	Training on processing and cooperative marketing system of fish.	4	Traini ng	0	0	0	Prep						
3.5	Facilitate improved understanding of nutrition and food hygiene												
i.	Create awareness on: • Eating of balance diet food, • Promote child	136	Trainiin g	106	0	106	Prep						
ii.	Promote Proper Hand washing and Proper Food handling, • Discourage	136	Traini ng/	106	0	106	Prep						
iii.	Identification of promotional message and designing of campaign materials.	1	campan y	1	1	1	Prep						
3.6	Facilitate provision of follow-up and after-care services												
i.	Continued follow-up and monitoring on the hygien campaigns.			0	0	0	Prep						
ii.	Further trainings on food hygiene at community level.			0	0	0	Prep						
iii.	Continuously improve the campaign message			0	0	0	Prep						



R2 Seed and tools distribution has been achieved but not yet reported

R 4 Access to farm-input systems for seeds, tools and fertilizer obtained													
4.1 Facilitate organization of supply chains for tools and agrochemicals by producer associations and private-sector operators													
i.	Assessment of payam and County markets and Identification of local	4	County Marke	4		4	Prep						
ii.	Facilitate the set-up of the identified farm input traders at payam level,			0		0	0 executed						
iii.	Capacity building/ legal advice and training of agro- dealers.	8	Traini ng	8		8	Prep						
				0		0	0 executed						
4.2 Facilitate re-building of robust seed systems with support of private sector seed companies													
i.	Trainings: Seeds multiplication and seeds selection ii. Farmers seeds	60	PG's	60		60	Prep						
ii.	Stakeholder analyses, legal issues, CBP, concrete action plan ii. Develop	5	Payam	5		5	Prep						
iii.	Investment and government support and Seed dealers and farmers	5	Work-shops	6		6	Prep						
iv.	Organize and host a seeds fair and exchange to improve on genom	3	Regio nal	3		3	Prep						
v.	Organize for exchange visits.	7	Field visit	7		7	Prep						
				0		0	0 executed						
4.3 Facilitate development of Village Saving and Loan (VSLA) associations													
i.	Establishment of VSLA's within the producer groups.	25	VSLA grps	25		25	Prep						
ii.	Training and capacity development of the groups on savings and loans	163	Traini ng	163		163	Prep						
iii.	Distribution and Comprehensive training on of VSLA start-up kits.	25	VSLA kits	25		25	Prep						
				0		0	0 executed						
4.4 Facilitate provision of follow-up and after-care services													
i.	Monitoring loans uptake and repayment rates.			0		0	Prep						
ii.	Monitoring the use of loans taken and closely following-up on the			0		0	Prep						
iii.				0		0	Prep						
				0		0	0 executed						

Monitoring findings

- Never received TA monitor visit
- The project seems be late in front the LF/achieving/timing
- Good planning for the activities for the next coming months
- Excellent mapping system that will reach HH level.
- They are very open to sharing information and very interested in the TA presence.

Challengers

- Insecurity caused by fighting between Akobo and Bor and Pibor communities. This has led to displacement of project participants.
- Inaccessibility of the remote areas due to insecurity especially in Pibor.
- Hunger and famine in Pibor.

Ways forward

- The project will end on time

TA support

- Facilitate organization of supply chains for tools and agrochemicals by producer associations and private-sector operators
- Facilitate re-building of robust seed systems with support of private sector seed companies



MEETING FAO PASTORALIST – ZEAT-BEAD 04.07.2017

Ezana Kassa, Project Manager

Cartography

Received

LFM

Baselines to be updated

Indicators	baseline	target	actual	notes
<i>Overall Objective</i> Food and Nutrition Security	n.a.	n.a.	increase	
<i>SO1</i> Pastoral education/best practices	0	70% hh adopting PLEFS 900 hh participating	? 1623	
<i>R1 – Livelihood Security</i> 2.10 Disaster response and planning capacity 2.11 Income sources diversified 2.12 Skills and education acquired	0 0 0	20 communities 20 groups (600 members) 600	11 ? 1108	Target to be reduced to 11
<i>R2 – Institutional capacities</i> 2.1 Replicable model 2.2 Institution ability to deliver	0 10 committees	45 facilitators 10 committees	56 11	

Comments

- Project started 6 months later. No-cost extension.
- No data update since last TA
- Data captured twice/year and every time a camp is moved
- Difficulties to reach remote camps



ANNEX 3 of the Inception report

***Technical Assistance for increased agriculture production of
smallholders in South Sudan***

FED/2017/383-882

Short-Term Mission for the Project Inception Period Report

M&E Expert Mission Report

Report Author
Constantine Bitwayiki
1st August 2017

PROJECT IMPLEMENTED BY:





ACRONYMS

AFIS	Agriculture and Food Information System
BEAD	Bhar el Ghazal Effort for Agricultural Development
GoSS	Government of South Sudan
EU	European Union
EUD	European Union Delegation
FAO	Food and Agriculture Organisation
FFS	Farmers Field School
FSTP	Food Security Thematic Programme
GIZ	Gesellschaft für Internationale Zusammenarbeit
HARD	Hope Agency for Relief and Development
IDP	Internally Displaced Person
IGA	Income Generating Activity
IP	Implementation Partner
IRC	International Rescue Committee
NALEP	National Agriculture and Livestock Extension Policy
NGO	Non-Governmental Organisation
NPA	Norwegian People's Aid
NRC	Norwegian Refugee Council
NSA	Non-State Actors
PAC	Project Advisory Committee
PCM	Partners' Coordination Meeting
PFS	Pastoralist Field School
PMCU	Project Monitoring and Coordination Unit
PPP	Public-Private Partnership
PRO-ACT	Pro-Resilience Action
PSC	Project Steering Committee
SORUDEV	South Sudan Rural Development Programme
TA	Technical Assistance
ToR	Terms of Reference
TBD	To be determined
UNIDO	United Nations Industrial Development Organisation
UNOPS	United Nations Office for Project Services
VSF	Vétérinaires sans Frontières
WFP	World Food Programme
WV	World Vision
ZEAT	Zonal Effort for Agricultural Transformation
ZOA	Zuid Oost Asia



SUMMARY SHEET

Project Title	<i>Technical Assistance for increased agriculture production of smallholders in South Sudan</i>
Project Number	FED/2017/383-882
Country	<i>South Sudan</i>
Mission dates	<i>18 July - 1st August 2017</i>

Contact Details	Executing Authority	Supervisor	Contractor
Name	EU Delegation to South Sudan	AESA TA Team Leader	Agriconsulting Europe S.A.
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Date of Report	1 st August 2017
Period Covered	18 July - 1 st August 2017
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1. INTRODUCTION

The mission contract was signed with EASA East Africa (member of consortium) on 11 July 2017. The assignment under the supervision and guidance of the Technical Assistance (TA) Team Leader commenced on 16 July 2017. The assignment was executed with logistical support from the TA office in Juba, South Sudan.

The secondary data was collected through documents review and primary data through consultative meetings with the EUD South Sudan rural development programmes team, FAO South Sudan, DFID South Sudan Livelihoods Programme Advisor, AESA TA team, GoSS Ministry of Agriculture and Food Security officials, and Implementing Partners (IPs) for the various EUD supported rural development projects in South Sudan. The list of persons met is in Attachment 2.

2. SHORT-TERM MISSION PURPOSE

The purpose of the short-term mission was to make a first assessment of the current status of the EUD South Sudan and IPs internal M&E systems and data management capacities for the ongoing rural development projects, evaluate specific M&E activities, and produce a work plan for the 30-month project, to be included in the Project Inception Report.

The expected result was to analyse the monitoring of the ongoing projects, in addition to the development of an M&E plan and proposal for unified monitoring tools to be adopted by all implementing partners.

3. OVERALL MISSION FRAMEWORK

The short-term mission was undertaken within the framework described below.

3.1 PROJECT DESCRIPTION

Because of the complexity of the activities to which the long-term team is called to give support and in consideration of the large number of implementing partners and donors involved, not mentioning the vast literature to consult, the activities foreseen by the short-term ToR aimed at collaborating to the drafting of the Inception Report in the M&E discipline, while the KEs will concentrate on all the other aspects of the project.

3.2 GEOGRAPHICAL AREA TO BE COVERED

Juba, Republic of South Sudan. The STE was supposed to perform the work in the capital town, but in the case that field missions should become necessary, the STE needed to be authorised in advance for both organisation and security reasons. However, the project covers only the Greater Bahr el Ghazal area and the Greater Upper Nile.



3.3 TARGET GROUPS

The target groups include NGOs, donors, Ministry of Agriculture and Ministry of Livestock field staff, local administrators, the rural population at large.

3.4 SPECIFIC ACTIVITIES

The mission activities were as follows:

The projects financed by the EU have been monitored roughly every 6 months and reports are available. The TA is requested to produce regular monitoring of these projects with the twofold objective of evaluating their implementation stage and ensuring their coherence with the EU Rural Development Programmes.

It is therefore important that, given the number of contracts involved, a certain uniformity and harmonisation is introduced in the monitoring exercise first, and in the evaluation (and subsequent recommendations) afterwards.

The M&E expert is called to make a mission of two weeks (10 working days) in South Sudan for:

- i) Verifying number and content of the past monitoring reports and their recommendations
- ii) Finding out gaps and their causes in the follow up of the recommendations by the IPs
- iii) Developing standard procedures and formats for both undertaking regular project monitoring and analysing the IP reports, and
- iv) Designing a M&E plan for the whole project timing

The whole exercise was based on the EU guidelines for both ROM and Evaluation Policy.

Note: The expert debriefed the team leader on the findings on the last day of the mission.

The working days input for the mission was as follows:

- Mission in South Sudan	10 working days
- Travel days to/from South Sudan	2 working days
- Drafting mission report and work plan home-based	2 working days

Total 14 working days

3.5 THE EU FINANCED PROJECTS

The projects include global Food Security Thematic Programme (FSTP), the South Sudan Rural Development Programme (SORUDEV), and the Improved Food Security and Income for Rural Smallholders in South Sudan programme (ZEAT-BEAD), which provide funding to a number of NGOs, private contractors and international organisations to implement rural development and food security development interventions.

The projects under the increased smallholders' agricultural production in selected project areas, presently under implementation (but few of them in their final stage), are:



- South Sudan Rural Development Programme (SORUDEV) implemented by 4 NGOs (Concern, HARD, NPA, NRC), one in each state and 2 International organizations: WFP (feeder road) and FAO (Nationwide Agro-food Information System).
- Zonal Effort for Agricultural Transformation – Bahr el Ghazal Effort for Agricultural Development (ZEAT-BEAD) implemented by 4 international organisations: FAO, GIZ, UNIDO and UNOPS.
- Food Security Thematic Programme (FSTP) implemented by 4 NGOs: PIN, VSF, WV and Concern, and
- Pro-Resilience Action (PRO-ACT) implemented by 4 NGOs: Oxfam, Cordaid, ZOA and IRC.

4. KEY FINDINGS

4.1 MONITORING AND EVALUATION CHALLENGES

Arising from the assessment of the current status of the EUD and IPs internal M&E systems and data management for the ongoing rural development projects, the following M&E performance challenges were identified:

- i) Inadequate M&E and data management capacities and plans within some IPs project implementation structures. This has resulted into inadequate reporting on the expected project results implemented by the IPs' individual projects.
- ii) Un-harmonized and unstandardized IPs level M&E indicators with EUD rural development project indicators. Some IPs develop indicators that are not in harmony with the EUD rural development indicators making it difficult to continuously evaluate IPs projects implementation progress towards the achievement of the EUD overall rural development programmes objectives. Some outcome indicators in the IPs logical frameworks tend to focus more on outputs targets rather than outcomes targets.
- iii) Lack of requisite, harmonised, and standardised baseline data. Baseline surveys using standard tools need to be harmonised and carried out in a more systematic manner for the data to be re-used during six monthly, annual, mid-term, and final evaluations.
- iv) Ad-hoc technical assistance and inadequate TA field monitoring missions to individual IPs projects for a consistent close watch on the IPs adherence to the agreed upon indicators, targets, and activities as per the contract, and quarterly review meetings resolutions.
- v) Limited joint monitoring of individual IPs projects by the GoSS, States, EUD, and other key stakeholders as per the roles and responsibilities of various stakeholders.



- vi) Inadequate data management mechanisms by some IPs to manage the project data resource including data collection, verification, validation, storage, analysis, and dissemination.
- vii) Inconsistencies in the project implementation progress reviews and final IPs project evaluations. Some projects have come to the closure dates but to-date no formal end of project review by various stakeholders to lay strategies for sustainability.

4.2 RECOMMENDATIONS

- i) Inadequate M&E and data management capacities and plans within some IPs implementation structures calls for continuous follow up on the existence of the M&E and data management capacities within the IPs to ensure continuous project implementation monitoring, data collection, analysis, and reporting.
- ii) The output indicators to be listed in the IPs logical frameworks (refer to Attachment 1) need to be aligned to the overall EUD rural development programmes indicators to focus the M&E on project achievements rather than activities.
- iii) Establishment of a robust and comprehensive baseline data for easy access as and when during project planning, implementation, monitoring and evaluation.
- iv) The ad-hoc technical assistance field monitoring missions to individual IPs projects calls for a consistent and sustained field monitoring missions to maintain a close watch on the IPs adherence to the quarterly review meetings approved work plans.
- v) On IPs case by case basis, joint monitoring missions by the GoSS, States, EUD, beneficiaries, and other actors need to be undertaken as part of periodic IPs project performance review activities. Periodic top-bottom and vice versa feedback mechanisms need to be emphasized and actualized through a well elaborated visibility and communication strategy.
- vi) There is a need to plan properly and streamline the IPs' projects implementation progress reviews and final project evaluations. It's important to prepare and initiate strategies for sustainability once the EUD support ends.

Note: One of the key expected deliverable during this mission was to have unified monitoring tools developed. It is worth to note that the above recommendations point to the unified monitoring tools requirement across all different individual IPs. These tools will have to be based on the EU guidelines for both ROM and Evaluation Policy. The formulation of the unified monitoring tools will require the involvement and participation of the key IPs staff charged with monitoring and evaluation. This activity will be undertaken in the first mission proposed in the M&E work plan.



5. M&E WORK PLAN

5.1 OUTCOME

The expected outcome is having an operational internal M&E mechanisms for the EUD South Sudan and IPs implementing Rural Development Programmes in place.

Below are the expected outputs with requisite activities to establish operational internal M&E mechanisms for the EUD and IPs implementing the rural development programmes.

Output 1.0: Baseline data established

Activities

Activity 1.1: Assess current M&E and data management capacity and plans within the IPs

Activity 1.2: Work with IPs to harmonize and align the IPs level M&E indicators with the EUD rural development programmes indicators

Activity 1.3: Work with IPs to agree on a harmonised and standardised methodology and tools for baseline data collection, storage, analysis, and presentation/reporting

Note: Reference to PRAG annexes **e3d**, **e3h5**, and **e3h6** for compliance to EUD standardised logframes and reports templates will be emphasised.

Output 2.0: Individual IPs projects implementation monitoring ensured

Activity 2.1: Undertake field monitoring missions to individual IPs projects implementation sites

Activity 2.2: Prepare and share field monitoring mission findings with IPs and other actors

Activity 2.3: Brief PMCU team on the field monitoring mission issues for follow up

5.2 M&E WORK PLAN SCHEDULE

The envisaged M&E missions to implement the activities are in the calendar in Attachment 2.

The field monitoring missions to the individual IPs' projects have been scheduled to take place in the same months for those with 6 months and annual reporting timeframes. Other missions will be undertaken in accordance with the specific reporting calendar of the IPs. The mission days are estimated as follows:

(i) Baseline data establishment (5 days)

- Assessment of IPs M&E and data Management capacities and plans (1 days)
- Facilitation of the brainstorming workshop (1 day)
- Mission report preparation (1 days)
- Travelling days (2 days)



(ii) For each individual IP project field visit (**7 days**)

- 1 day preparation
- 3 days project sites visits
- 1 day field mission report preparation
- 2 days travel



ATTACHMENTS

ATTACHMENT 1: EXAMPLE OF IMPLEMENTING PARTNER LOGFRAME MATRIX

Level of results measured	Intervention Logic/ Results Chain	Indicators	Baseline (incl. ref. year)	Current Value (Ref. date)	Targets (Incl. ref. year)	Sources and means of verification	Assumptions
Expected Impact	Efficient food systems in four states of South Sudan	1) Agricultural production in selected project areas increased by 50%					
		2) Growth in quantity of food available in local markets in the selected areas					
		3) Extent to which Purchasing power has increased.					
		4) Extent to which food security actions are consistent with FSC (GoSS and State) recommendations					
Expected Outcome(s)	Increased smallholders' agricultural production in selected project areas	1) Crop yields increased by 25% on average in project selected areas.					
		2) Livestock production increased by 25% in project areas.					
		3) Area cultivated increased by 25% on average in selected areas.					
Output 1.1							
Output 1.2							
Output 1.3							
Output 1.4							



Output 1.5							
Others.....							



ATTACHMENT 2: MONITORING AND EVALUATION (M&E) PLAN CALENDAR

Output/Activity	IP	2017				2018												2019											
		Se p	O ct	N ov	D ec	Ja n	Fe b	M ar	A pr	M ay	Ju n	J ul	A ug	Se p	O ct	N ov	D ec	Ja n	Fe b	M ar	A pr	M ay	Ju n	J ul	A ug	Se p	O ct	N ov	
Output 1.0: Baseline data established	ZOA/F AO																												
Activity 1.1: Assess current M&E and data management capacity and plans within the IPs	ZOA/F AO																												
Activity 1.2: Work with IPs to harmonize and link IPs level M&E indicators with EUD rural development programmes indicators	ZOA/F AO																												
Activity 1.3:Work with IPs to come up with a harmonized and standardized methodology and tools for baseline data collection, storage, analysis, and presentation/reporting	ZOA/F AO																												
Output 2.0: Individual IPs projects implementation monitoring ensured	ZOA/F AO																												
Activity 2.1: Undertake field monitoring missions to individual IPs projects implementation sites	ZOA/F AO					X					X & XX						X					X & XX						XX X	
Activity 2.2: Prepare and share field monitoring	ZOA/F AO																												



Output/Activity	IP	2017				2018											
	Cordaid	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Output 1.0: Baseline data established																	
Activity 1.1: Assess current M&E and data management capacity and plans within the Ips	Cordaid																
Activity 1.2: Work with IPs to harmonize and link IPs level M&E indicators with EUD rural development programmes indicators	Cordaid																
Activity 1.3:Work with IPs to come up with a harmonised and standardised methodology and tools for baseline data collection, storage, analysis, and presentation/reporting	Cordaid																
Output 2.0: Individual IPs projects implementation monitoring ensured																	
Activity 2.1: Undertake field monitoring missions to individual IPs projects implementation sites	Cordaid					X	XX				X	X				X	XXX
Activity 2.2: Prepare and share field monitoring mission findings with IPs and other actors	Cordaid					X					X					X	
Activity 2.3: Brief PMCU team on the field monitoring mission issues for follow up	Cordaid					X					X					X	
X- 6 months Report XX- Annual Report XXX- Final Report																	



Output/Activity	IP	2017			
	NRC	Sep	Oct	Nov	Dec
Output 2.0: Individual IPs projects implementation monitoring ensured					
Activity 2.1: Undertake field monitoring missions to individual IPs projects implementation sites	NRC			XXX	
Activity 2.2: Prepare and share field monitoring mission findings with IPs and other actors	NRC				
Activity 2.3: Brief PMCU team on the field monitoring mission issues for follow up	NRC				

XXX- Final Report

Output/Activity	IP	2017				2018											
	IRC	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Output 1.0: Baseline data established																	
Activity 1.1: Assess current M&E and data management capacity and plans within the IPs	IRC																
Activity 1.2: Work with IPs to harmonize and link IPs level M&E indicators with EUD rural development programmes indicators	IRC																
Activity 1.3: Work with IPs to come up with a harmonised and standardised methodology and tools for baseline data collection, storage, analysis, and presentation/reporting	IRC																
Output 2.0: Individual IPs projects implementation monitoring ensured																	
Activity 2.1: Undertake field monitoring missions to individual IPs projects implementation sites	IRC						XXX										
Activity 2.2: Prepare and share field monitoring mission findings with IPs and other actors	IRC																
Activity 2.3: Brief PMCU team on the field monitoring mission issues for follow up	IRC																

XXX- Final Report



Output/Activity	IP	2017				2018											
	OXFAM	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Output 1.0: Baseline data established																	
Activity 1.1: Assess current M&E and data management capacity and plans within the IPs	OXFAM																
Activity 1.2: Work with IPs to harmonize and link IPs level M&E indicators with EUD rural development programmes indicators	OXFAM																
Activity 1.3: Work with IPs to come up with a harmonised and standardised methodology and tools for baseline data collection, storage, analysis, and presentation/reporting	OXFAM																
Output 2.0: Individual IPs projects implementation monitoring ensured																	
Activity 2.1: Undertake field monitoring missions to individual IPs projects implementation sites	OXFAM				XX									XXX			
Activity 2.2: Prepare and share field monitoring mission findings with IPs and other actors	OXFAM																
Activity 2.3: Brief PMCU team on the field monitoring mission issues for follow up	OXFAM																

XX- Annual Report

XXX- Final Report

Output/Activity	IP	2017			
	UNIDO	Sep	Oct	Nov	Dec
Output 2.0: Individual IPs projects implementation monitoring ensured					
Activity 2.1: Undertake field monitoring missions to individual IPs projects implementation sites	UNIDO				XXX
Activity 2.2: Prepare and share field monitoring mission findings with IPs and other actors	UNIDO				
Activity 2.3: Brief PMCU team on the field monitoring mission issues for follow up	UNIDO				



Output/Activity	IP	2017				2018											
	World Vision	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Output 1.0: Baseline data established																	
<i>Activity 1.1:</i> Assess current M&E and data management capacity and plans within the IPs	World Vision																
<i>Activity 1.2:</i> Work with IPs to harmonize and link IPs level M&E indicators with EUD rural development programmes indicators	World Vision																
<i>Activity 1.3:</i> Work with IPs to come up with a harmonised and standardised methodology and tools for baseline data collection, storage, analysis, and presentation/reporting	World Vision																
Output 2.0: Individual IPs projects implementation monitoring ensured																	
<i>Activity 2.1:</i> Undertake field monitoring missions to individual IPs projects implementation sites	World Vision		X						XXX								
<i>Activity 2.2:</i> Prepare and share field monitoring mission findings with IPs and other actors	World Vision																
<i>Activity 2.3:</i> Brief PMCU team on the field monitoring mission issues for follow up	World Vision																

X-Last 6 months Report

XXX – Final Report



LIST OF PERSONS MET

	Names	Title	Organisation
1.	Mr. Paolo Girlando	Project Manager, Zonal Effort for Agricultural Transformation – Bahr el Ghazal Effort for Agricultural Development (ZEAT-BEAD) project	European Union Delegation (EUD) South Sudan
2.	Mr. Charles Rukusa	Project Manager, Food Security Thematic Programme (FSTP) and Pro-Resilience Action (PRO-ACT) Projects	European Union Delegation (EUD) South Sudan
3.	Mr. Gennaro Ivo Volpe	Team Leader, EU TA for increased agriculture production of smallholders Project in South Sudan	Agriconsulting Europe S.A (AESA)
4.	Mr. Cristiano Scaramella	Project Extension Expert, EU TA for increased agriculture production of smallholders Project S. Sudan	Agriconsulting Europe S.A (AESA)
5.	Mr. Ezana Kassa	Head of office – Rumbek/Project Manager	FAO South Sudan
6.	Mr. Nicholas Kerandi	Agriculture and Food Security Information Consultant	FAO South Sudan
7.	Mr. James Bwirani	Technical Officer, Food Security Analysis	FAO South Sudan
8.	Mr. Wakweya Tamiru	Monitoring and Evaluation Officer	FAO South Sudan
9.	Ms. Licke Visser	Communication and Visibility Officer	FAO South Sudan
10.	Prof. Mathew G. Udo	Under Secretary, Ministry of Agriculture and Food Security	Government of South Sudan
11.	Dr. Loro George L. Lugor	Director General, Agriculture Production & Extension Services, Ministry of Agriculture and Food Security	Government of South Sudan
12.	Mr. Michaya G. Nasona	Acting Director, Project Appraisal, M&E, Directorate of Planning and Agric. Economics Ministry of Agriculture and Food Security	Government of South Sudan
13.	Ms. Annie Chapados	Livelihoods Advisor	DFID South Sudan
14.	Dr. A. Pieter Oosterom	Programme Advisor, ZOA	ZOA South Sudan
15.	Mr. George Samuel	Programme Manager, ZOA – Jonglei State	ZOA South Sudan
16.	Mr. Anthony M. Wairegi	International Agriculture Specialist	ZOA South Sudan
17.	Dr. Brian Hilton	Food Security Advisor, World Vision	World Vision Australia
18.	Alberto Laurenti	Database/GIS Expert, EU TA for increased agriculture production of smallholders Project in South Sudan	Agriconsulting SpA
19.	Dr. Madhel Malek	Managing Director, Serve Education and Development Agency (SEDA) & Local Partner VSF Germany Programme	SEDA South Sudan
20.	Mr. Daniel Nondi	Warrap State Area Coordinator, VSF Germany	VSF Germany South Sudan
21.	Mr. Michael Otto	Field Officer, VSF Germany Programme	VSF Germany South Sudan
22.	Mr. Cosmas Ayella	Programme Officer, IRC South Sudan	IRC South Sudan



ATTACHMENT 4: COPY OF MISSION TERMS OF REFERENCE

**Technical Assistance for increased agriculture production of
smallholders in South Sudan**

EuropeAid/137129/DH/SER/SS/

TERMS OF REFERENCE SHORT-TERM MISSIONS FOR THE PROJECT INCEPTION PERIOD

June 2017



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1. BACKGROUND INFORMATION

1.1. Beneficiary country Republic of South Sudan

1.2. Contracting Authority EU Delegation to South Sudan

1.3. Relevant country background

The current state of South Sudan is one of high volatility, insecurity, socio-economic fragility, weak institutional and human capacities, dilapidated infrastructures, and a narrow economic base that primarily depends on oil revenues. Further, the growing population and urbanization increases demand, prices and imports. In the past South Sudan was exporting agricultural products to regional markets, but today it imports most of the needed food items.

Based on the assessments available, the total land area of South Sudan is estimated at 64.7 Million ha. Forests and woodlands cover about 29% of South Sudan land area. More than 68% of these are protected as forest reserves. The forests are still a great resource of food, fodder, fuel-wood, timber, habitat for abundant wildlife and land protection from erosion and degradation... Still, an estimated 80% of the country energy needs is supplied by fuel-wood and charcoal.

Most of the South Sudan people still live in rural areas either in settled households, engaged in subsistence farming or as pastoralist community, breeding cattle herds and practicing transhumance (seasonal migration) and gather in large cattle camps. An estimated 83% of the population lived in rural areas before the start of the recent conflict, which has displaced more than 2 million people.

An estimated 81% of the settled households are engaged in farming, with an average of 1.12 ha of land per household. Approximately 74% of the households cultivate the land and raise livestock, though mostly small ruminants and poultry. 22% of the households are also engaged in fishery.

1.4. Current state of affairs in the relevant sector

Starting from 2005, the EU has been engaged in South Sudan in various fronts. On the humanitarian side it provides more than 40% of all humanitarian financing in the country, through the ECHO program supporting health, nutrition, water and sanitation for an estimated two million people. Other EU interventions focus on improvement of justice and “rule of law”, increase access to education and health, sustainable water management, promotion of international trade and capacity building. Furthermore, the EU engaged in support to the GoSS for the strategic land issues, starting with the funding of the Land Act (2009) and the provision of TA to the development of the new Land Policy adopted in 2013.

Additionally, the EU is funding large projects and programmes that address all aspects of food security and therefore foster the development of rural infrastructures and the rural economy. The main food security related programmes and projects implemented by the EU are listed below:

- **Sudan Productive Capacity Recovery Programme (SPCRP).**

Implementation period: 2005-2013, ended.

Implementing partners: GIZ (support to livelihood through investment projects) and FAO (capacity building)
Cost: 35.77 Million Euro.

Project area: the four states of the GBG plus Western Equatoria.

Description: the project was able to build capacities in government institutions, recover some rural infrastructures and set a good example.

- **South Sudan Rural Development Programme (SORUDEV).**



Implementation period: 2014 – 2017, on going

Implementing partners: 4 NGOs (Concern, HARD, NPA, NRC), one in each state and 2 International organizations: WFP (feeder road) and FAO (Nationwide Agro-food Information System)

Cost: 42 Million Euro

Project area: the four states of the GBG region

Description: SORUDEV focus on development rather than relief. Its target beneficiaries are the productive small farmers and agro-pastoralists. The project has three main objectives:

1. Improvement of food security, policy, planning, programming and decision making.
2. Increased smallholders agricultural production in selected project areas
3. Increased maintenance capacity for rural feeder roads network and state roads in selected states.

SORUDEV has two similar components of the ZEAT-BEAD and covers the same areas. Therefore the two projects are making an effort to coordinate.

- **Zonal Effort for Agricultural Transformation – Bahr el Ghazal Effort for Agricultural Development (ZEAT-BEAD).**

Implementation period: 2015-2018, ongoing

Implementing partners: 4 implementing partners for 5 components:

- I. FAO (Sustainable agricultural development-extension-input supply),
- II. FAO (Enhanced Knowledge and education for resilient pastoral livelihood),
- III. GIZ (Agricultural Marketing & Investment),
- IV. UNIDO (local value addition and value chain),
- V. UNOPS (Feeder roads for trade and market)

Cost: 80 Million Euro

Project area: the four states of the GBG region (nationwide for the Agro-food Information System implemented by FAO).

Description: The project aims at improving the smallholder's capacity, income and their access to input and services. It also supports public-private partnerships, and strives to build the capacity and efficiency of government institutions as efficient service providers able to deliver regulations and technical services. The ZEAT-BEAD also funds a number of NGOs and private contractors for relevant actions related to food security, economic recovery/rehabilitation, livelihood, community resilience, support local institutions, smallholders, and rural roads maintenance.

- **Food Security Thematic Programme (FSTP)**

Implementation period: 2013-2018, ongoing

Implementing partners: 4 NGOs in GBG

Cost: total 48.9 Million Euro allocated since 2009

Project area: the 4 states of GBG and other areas

Description: The FSTP is based on LRRD approach (linking Relief, Rehabilitation and Development) and aims at improving food security for vulnerable populations and build their resilience to stresses and shocks. The programme is implemented through grants to NGOs. Since 2009 the FSTP financed number of projects. Some of them have been completed and others are ongoing or on pipeline. After the first implementation experiences, the EU requires that the partner NGOs be supported at the start-up and that the implementation be closely monitored.



- **Pro-Resilience Action (PRO-ACT): building resilience through crisis prevention and post-crisis response strategy**

Implementation period: 2015-2018, ongoing

Implementing partners: 4 NGOs (Cordaid in Upper Nile, ZOA in Jonglei, Oxfam in Jonglei, IRC in Unit)

Cost: up to a total of 10 Million in grants to different NGOs

Project area: the 3 states of the GUN region

Description: Like the FSTP, the PROACT is based on the LRRD approach and designed to fill the gap between short-term relief and long-term development. The PROACT aim is to support vulnerable and food insecure communities to cope with crises and become more resilient, less vulnerable and at the same time support their economic activity. This may include the livestock health and nutrition, support to sustainable fisheries, improved access to equipment and technology, improved markets access, nutritional education and support, food hygiene, water infrastructures and conflict resolution inter alia.

1.5. Related programmes and other donor activities.

There are a number of Donors that, similar to the EU, are regular partners with the GoSS and part of the Aid strategy and coordination mechanism established by the ministry of Finances. There are also international organizations like GIZ, FAO, UNDP, UNOPS and WFP that are funded by the Donors and act as Implementing Partners. The WB administers the Multi-Donor Trust Fund to support the development of commercial Agriculture. Moreover, a number of international NGOs operate in the country with Donor funding as Implementing Partners. Their role is considered important for their capacity to operate in volatile post-conflict situations.

All Donors and Implementing Partners will be involved at different extents in the mission's object of the present ToR, as explained below.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

To improve efficiency and effectiveness of EU interventions for support of smallholders' agricultural production in the project areas.

2.2. Purpose

The purpose is to make a first assessment in specific activities and produce a work plan for the whole 30-month project, to be included in the Project Inception Report.

2.3. Results to be achieved by the Consultants

The expected results will be manifold, and diversified by the different disciplines as follows:

- a) Database expert: establishment of an information system able to provide constantly data on the implementation of agricultural/food security/rural development projects financed by the EU and other Donors, including the establishment of a mapping system for projects of all Donors
- b) M&E expert: analysis of the monitoring of the ongoing projects, in addition to an M&E plan and proposal for unified monitoring tools to be adopted by all implementing partners
- c) Training & Communication expert: coordination of training plans and a proposal for production and dissemination of knowledge base products and implementation of visibility actions

Important note: all actions under this project will be limited to the implementation of the current and future long-term projects. Aspects linked to emergency actions for tackling the dramatic situation of the



food security are not to be considered under this ToR, being already under the direct responsibility of the Cluster for Food Security and Livelihoods.

3. ASSUMPTIONS&RISKS

3.1. Assumptions underlying the project intervention

It is assumed that all Implementing Partners will collaborate and accept receiving all the experts in the short timing of the missions.

3.2. Risks

The large volume of data and reports to be consulted may become a handicap to produce the expected results in time for the drafting of the Inception Report.

4. SCOPE OF THE WORK

4.1. General

4.1.1. Project description

Because of the complexity of the activities to which the long-term team is called to give support and in consideration of the large number of implementing partners and donors involved, not mentioning the vast literature to consult, the activities foreseen by the present ToR aim at collaborating to the drafting of the Inception Report in three specific disciplines, while the KEs will concentrate on all the other aspects of the project.

4.1.2. Geographical area to be covered

Juba, Republic of South Sudan. The STEs are supposed to perform their work in the capital town, but in the case that field missions should become necessary, the STEs must be authorised in advance for both organisation and security reasons. However, the project covers only the Greater Bahr el Ghazal area and the Greater Upper Nile.

4.1.3. Target groups

NGOs, donors, Ministry of Agriculture and Ministry of Livestock field staff, local administrators, and the rural population at large.

4.2. Specific activities

The activities of each expert will be as follows:

a) Database/GIS expert

The Implementing Partners have already put in place data collection systems, more or less similar in the aim but often not based on the same parameters. For example, while utilising the same EU template for the logframe, they have established the baseline indicators with the support of different experts having different appraisals on the activities' impact. This has created a plethora of information that is formed by not always comparable results. Moreover, Donors have done their programmes without consulting each other and even intervening in the same areas with contrasting activities (e.g. free distribution of inputs vs distributions upon payment, etc.).

The EU is also financing an Agriculture and Food Information System (AFIS) implemented by FAO that is now ending its contract (although a new contract is being envisaged). This is also an important source of information that shall be considered when studying the (hopeful) harmonisation of the information flows. Other information systems are also in place for different purposes (e.g. REACH).



The mission of the database expert will consist in two parts: a first mission in South Sudan for ascertaining the state of the art and make a preliminary evaluation of the possibilities for harmonising the existing data sources, plus a subsequent home-based activity for proposing a work plan for realising the centralisation of the data. This work plan shall be included in the Project Inception Report, due by the 1st of August 2017.

After the approval of plan and activities by the EUD (i.e. the approval of the Project Inception Report), the input of the database expert will continue, based on her/his findings, for a constant participation to the project during all the 27 months of the implementation phase for:

- Designing the system for creating such central database and mapping system (estimated 30 wd)
- Receiving, inputting and analysing (online) the following data:
 - ▣ Baseline data already collected by each IPs in his respective area, including details about beneficiary groups and individuals, lists of dealers, agribusinesses, service providers, cultivated areas, cropping patterns, grazing areas, existing infrastructures, etc.
 - ▣ Other data collected during project implementation
 - ▣ Project reports and monitoring reports
 - ▣ Details of extension network including GoSS farms, extensionists, service providers, private extension agents, etc.
 - ▣ Data received by other Donors willing to share/benefit from this library
- Updating the cartography of the projects involved,
- Upload all projects' outputs on the web site "capacity4dev.eu"
- Producing reports when requested, based on the data analysis.

The EU TA that is managing the project has at its disposal a server to be dedicated exclusively to this activity.

This work can be envisaged home-based in the measure of one week (5 wd) per month, after an initial period for building the system. A possible second trip to Juba during the design period should be envisaged, in case of need.

In summary, the input of the database/GIS expert will be:

- Mission in South Sudan 10 wd
- Travel days to/from South Sudan 2 wd
- Drafting mission report and work plan home-based 5 wd
- System design 30 wd
- Monthly input during project implementation (5x25) 125 wd

Total 172 wd

b) M&E expert

The projects financed by the EU have been monitored roughly every 6 months and reports are available (although not all of them have been uploaded on the above mentioned web site). The TA is requested to produce regular monitoring of these projects with the twofold objective of evaluating their implementation stage and ensuring their coherence with the EU Rural Development Programmes.

It is therefore important that, given the number of contracts involved, a certain uniformity and harmonisation is introduced in the monitoring exercise first, and in the evaluation (and subsequent recommendations) afterwards.

The M&E expert is called to make a mission of two weeks (10 wd) in South Sudan for:

- Verifying number and content of the past monitoring reports and their recommendations
- Finding out gaps and their causes in the follow up of the recommendations by the IPs



- Developing standard procedures and formats for both undertaking regular (6-month) project monitoring and analysing the IP reports
- Designing a M&E plan for the whole project timing

It is intended that the whole exercise shall be based on the EU guidelines for both ROM and Evaluation Policy.

Therefore the input of the M&E expert will be:

- Mission in South Sudan 10 wd
- Travel days to/from South Sudan 2 wd
- Drafting mission report and work plan home-based 2 wd

Total 14 wd

c) Training and Communication expert

A training and communication expert will be hired, specifically, to establish a training plan aimed at producing and disseminating knowledge base products and to plan visibility actions.

The plan may contain:

- On the job training and capacity building through internships to address specific purposes such as database and to increase capacity in key GoSS departments.
- Formal short training sessions for key GoSS extension officials and private extension agents.
- Workshops focused on specific topics such as rural finances, farmers' organizations, etc.
- Organization of special events
- Production of leaflets, posters, manuals, videos on specific technical issues, best practices and innovative technological packages.
- Knowledge base products
- Visibility and communication products
- Others relevant topics as per partners' inputs.

The input of this expert, to be introduced in the Inception Report, will be updated by the TA team every 6 months, at the occasion of the Progress Reports, according to emerging needs.

The experts shall debrief the team leader on their findings on the last day of mission. They will have additional two travel days and two (home-based) wd for drafting the mission report and submitting it to the Team Leader (5 wd for the database expert as mentioned above).

Therefore the input of the training and visibility expert will be:

- Mission in South Sudan 10 wd
- Travel days to/from South Sudan 2 wd
- Drafting mission report and work plan home-based 2 wd

Total 14 wd

Summarising, the experts will have a total input of:

- Database expert 172 wd
- M&E expert 14 wd
- Training and Communication expert 14 wd

Total 200 wd



4.3. Project management

4.3.1. Responsible body

The Contracting Authority is the EU Delegation to the Republic of South Sudan.

4.3.2. Management structure

The experts will refer to the TA Team Leader, to whom they will report and coordinate constantly.

4.3.3. Facilities to be provided by the Contracting Authority and/or other parties

The experts can utilise the TA office in Juba as a base for their missions.



5. LOGISTICS AND TIMING

5.1. Location

Juba, Republic of South Sudan.

5.2. Commencement date & Period of implementation

The duration of these contracts is mentioned in paragraph 4.2 for the different disciplines. Travel days are considered as working days, even if occurring during weekend days, in the measure of maximum 2 days/expert.

More specifically, the missions will take place during June - July 2017.

6. REQUIREMENTS

6.1. Personnel

6.1.1. The experts

Qualifications and skills

The experts shall have at least a University degree, relevant to the 3 disciplines mentioned, or alternatively, at least 10 years of experience in the related field;

Excellent knowledge of the English language is compulsory.

General professional experience

They shall have a minimum of 10 years of general work experience, with a sound knowledge of the EDF procedures.

Specific professional experience

During their career, the experts shall have already undertaken such kind of activities. Experience in Sub-Saharan Africa will be compulsory. Experience in post-conflict areas would be a plus.

7. REPORTS

7.1. Reporting requirements

The expert will present a mission report with all details of the activities performed within the timing mentioned in paragraph 4.2.



ANNEX 4 of the inception report

Technical Assistance for increased agriculture production of smallholders in South Sudan

FED/2017/383-882

Short-Term Mission for the Project Inception Period Report Database Expert Mission Report

Report Author:

Alberto Laurenti

5th August 2017

PROJECT IMPLEMENTED BY:



**SUMMAR
Y SHEET**



Project Title

Technical Assistance for increased agriculture production of smallholders in South Sudan



Project Number	<i>EuropeAid/137129/DH/SER/SS/</i>
Country	<i>South Sudan</i>
Mission dates	<i>16 July – 4 August 2017</i>

Contact Details	Executing Authority	Supervisor	Contractor
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Date of Report	5 th August 2017
Period Covered	16 July – 5 th August 2017
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Acronyms

AESA	Agriconsulting Europe S.A.
AFIS	Agriculture and Food Information System
BEAD	Bahr el Ghazal Effort for Agricultural Development
DFID	Department for International Development (UK)
FAO	Food and Agriculture Organisation
EU	European Union
EUD	European Delegation
FSC	Food Security Cluster
FSTP	Food Security Thematic Programme
GBG	Greater Bahr el Ghazal
GIZ	Gesellschaft für Internationale Zusammenarbeit
GUN	Greater Upper Nile
HARD	Hope Agency for Relief and Development
IP	Implementing Partner
IRC	International Rescue Committee
NGO	Non-Governmental Organisation
PIN	People In Need
PMCU	Project Management Coordination Unit
PRO-ACT	Pro-Resilience Action
SORUDEV	South Sudan Rural Development Programme
TA	Technical Assistance
ToR	Terms of Reference
UNIDO	United Nations Industrial Development Organisation
UNOPS	United Nations Office for Project Services
VSF	Vétérinaires sans Frontières
ZEAT	Zonal Effort for Agricultural Transformation
ZOA	Zuid Oost Asia
WFP	World Food Programme
WV	World Vision



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INTRODUCTION

The mission contract was signed with AESA (member of consortium) on 12 July 2017. The assignment under the supervision and guidance of the Technical Assistance (TA) Team Leader commenced on 16 July 2017. The assignment was executed with logistical support from the TA office in Juba, South Sudan.

Data and information were collected through documents review and consultative meetings with the EUD South Sudan rural development programmes team, FAO South Sudan, DFID South Sudan Livelihoods Programme Advisor, AESA TA team and Implementing Partners (IPs) for the various EUD supported rural development projects in South Sudan. The complete list of persons met is in Attachment 3.

SHORT TERM MISSION PURPOSE

Purpose of the mission was to make a first assessment of the situation about data, data flow, people involved and Implementing Partners' organization related to rural development projects funded by EU in South Sudan in order to produce a work plan for the whole TA project to be included in the Inception Report.

OVERALL MISSION FRAMEWORK

South Sudan is going through a very difficult time: there are areas of the country in war, food shortages, famine and missing or crumbling infrastructures.

In this context, the EUD for South Sudan finances several projects aimed at improving the rural development of the households in a long term strategy. Field work is often carried out, often with great difficulty, by specialized NGO staff, alongside local people, suitably formed.

One of the biggest difficulties encountered by NGOs are the difficulty of reaching some parts of the country, either because of the lack of roads or because they are dangerous for the ongoing war, and the difficulty of following the nomadic pastoralists' communities that breed cattle herds (consider also that total cattle population in the Country is higher than that human population). Just livestock is one of the main survival resources, but it is also often the source of many tribal conflicts, as well as access to water resources. For all these reasons food security is a crucial issue in South Sudan.

The EUD has developed appropriate templates and guidelines to be submitted to the various IPs with the aim of obtaining periodic feedback on the situation of the projects funded. Unfortunately, however, many IPs do not follow the templates of EUD to date. It has happened that other donors (such as FAO, for example) participating in EU projects have provided different templates and indicators, or are the same NGOs that use custom data sheets and outcomes.

This inevitably creates a lot of confusion when putting together the data to evaluate the effectiveness of the various interventions. It was therefore necessary for the EUD to create a centralized data collection structure for the various ongoing projects (applicable also to future contracts).

The starting point is the "South Sudan Rural Development Group" on the site capacity4dev.eu. The group currently has 55 registered members and is structured with the following main features: uploading



documents in various formats, inserting tags / categories, filter searches, media library, social (comments and discussions), event calendars, and wiki pages.

The TA for the EUD will keep this site up and updated by creating a dedicated PMCU that will have management and coordination functions between the EUD and the IPs. The PMCU technicians are now administrators of the “South Sudan Rural Development Group” and in agreement with EU site managers and also the needs of the EUD in South Sudan new dedicated features will be explored.

The PMCU will create and manage the Data Center (hardware and software) for centralized collection of all data provided by IPs. A relational database will be developed in which the data will arrive formatted in Excel spreadsheets. The Data Center, thanks to georeferenced data stored in the DB, will also provide a mapping service with details across the country. The maps will be accessible directly on the site capacity4dev.eu (the meeting with the FSC was very interesting, as they too have a centralized framework for data collection).

All data will be periodically and historically backed up and can be used for statistical and geostatistical analysis.

During the mission to Juba, many meetings were held with the EUD and the various IPs, and the evaluation of the material so far has begun. The general feeling was positive and the desire for collaboration was felt.

KEY FINDINGS

DATA COLLECTION CHALLENGES

During the mission it was verified that IPs have a strong will to do their job at best. Unfortunately, however, it was also noticed that not all IPs meet delivery deadlines for institutional reports, many of the IPs consulted do not use EU templates for data collection and do not publish on the capacity4dev.eu website the results of their work with the relevant Indicators defined in their respective contracts.

Also baseline data often were collected not at the beginning of the project, providing lack of information to evaluate the effectiveness during the project-life period.

FAO AFIS project, funded by EU, has done a great work in the past years in managing NGOs to improve food security in South Sudan through the establishment of an information system to be used as a planning and monitoring tool.

AFIS Crop Watch, applying appropriate spatial modeling tools, provide valuable data and information at county level, also in Greater Bahr el Ghazal and in Greater Upper Nile. The PMCU will establish a collaboration channel with AFIS staff to integrate in the EUD Data Centre also georeferenced data about climate changes (spatial data integration will also concern data about water bodies displacements during the dry season, collected by FAO pastoralist projects), crop harvests and crops' seasons.

The major challenge for TA and the PMCU (Project Management and Coordination Unit) will be the coordination of all the IPs and donors working in the EU funded rural development projects, stimulating/forcing them to interact directly with the PMCU to send updated data, according to the EU contracts and guidelines.



The “South Sudan Rural Development Group” in capacity4dev.eu website should be considered as the unique and central gate of information for EUD and IPs.

RECOMMENDATIONS

All IPs involved in EU rural development projects in South Sudan should follow the EU contracts and guidelines using EU templates and specific and general indicators.

The PMCU will manage the whole work flow between EUD and the IPs and will support also the EUD in the assessment of the projects’ effectiveness through data elaboration and thematic maps creation.

DATABASE WORK PLAN

Note: the Result and Output mentioned below refer to the ones of the Inception Report that are in relation to the object of the present mission. The scheduled activities indicated in the table below could be postponed depending on the date of acceptance of the Inception Report.

Level	Activity	Outcome	Duration (wd/month)	From	To
Result 1	<i>Monitoring of the individual projects of EU rural development programmes is ensured</i>				
Output 1.2	<i>Establishment of a database for collecting, storing and analysing projects’ data</i>				
SubAct 1.2.1	<i>Initial data sheets analysis and normalization</i> Analysis of excel data, indicators and reports provided by the IPs and by EUD, processed and published until now. Definition of standard template (draft).	Report	5 x 1 (5)	Sept. 2017	Sept. 2017
SubAct 1.2.2	<i>Conceptual and logical design of database</i> Design of database structure, depending on the outcome of the previous activity.	Report	8 x 1 (8)	Oct. 2017	Oct. 2017
SubAct 1.2.3	<i>Technical presentation of the draft proposed system</i> Meeting with all the stakeholders involved to describe the DB, the workflow and the backoffice activities to produce maps. Feedback provided during the meeting will be taken into consideration in order to build a system shared with all the actors (see Attachment 6).	Powerpoint Report	2 x 1 (2) + 2 travel days	Oct. 2017	Oct. 2017
SubAct 1.2.4	<i>Physical implementation of database</i> Transformation of logical design in the physical structure of the database.	Database	2 x 1 (2)	NovOct. 2017	OctNov. 2017
SubAct 1.2.5	<i>Data sheets collection from IPs</i> Periodical collection of data sheets provided by the IPs.	Excel	2 x 25 (50)	Sept. 2017	Oct. 2019
SubAct 1.2.6	<i>Data sheets verification and db data loading</i> Management of data, database upload, data assessment.	Db tables	2 x 25 (50)	Sept. 2017	Oct. 2019
SubAct 1.2.7	<i>Ancillary spatial data collection and db data</i>	Spatial layers	2 x 1 (2)	Nov.	Dec.



Level	Activity	Outcome	Duration (wd/month)	From	To
	<i>loading</i> Analysis, collection and db loading of ancillary spatial data (roads, administrative boundaries, hydrology, land use...), if available, that will be used to produce thematic maps.			2017	2017
SubAct 1.2.8	<i>Thematic maps creation (about every 5-6 months)</i> Backoffice job to produce map templates and thematic maps, according also to EUD requests and IPs indicators provided.	Jpg/pdf	3 x 6 (18)	Jan. 2018	Oct. 2019
Result 3	<i>Effective coordination of all activities, agencies and stakeholders involved is ensured, best practices are harmonised and promoted</i>				
Output 3.5	<i>Communication and visibility actions</i>				
SubAct 3.5.1	<i>Take capacity4dev website updated with maps, reports, guidelines etc... (about every 5-6 months)</i> Monitor of the capacity4dev website (South Sudan Rural Development Group) to keep it always updated. Loading maps, scheduling events, organizing tags and categories, etc.	Capacity4dev	3 x 6 (18)	Jan. 2018	Oct. 2019
Total			15157		

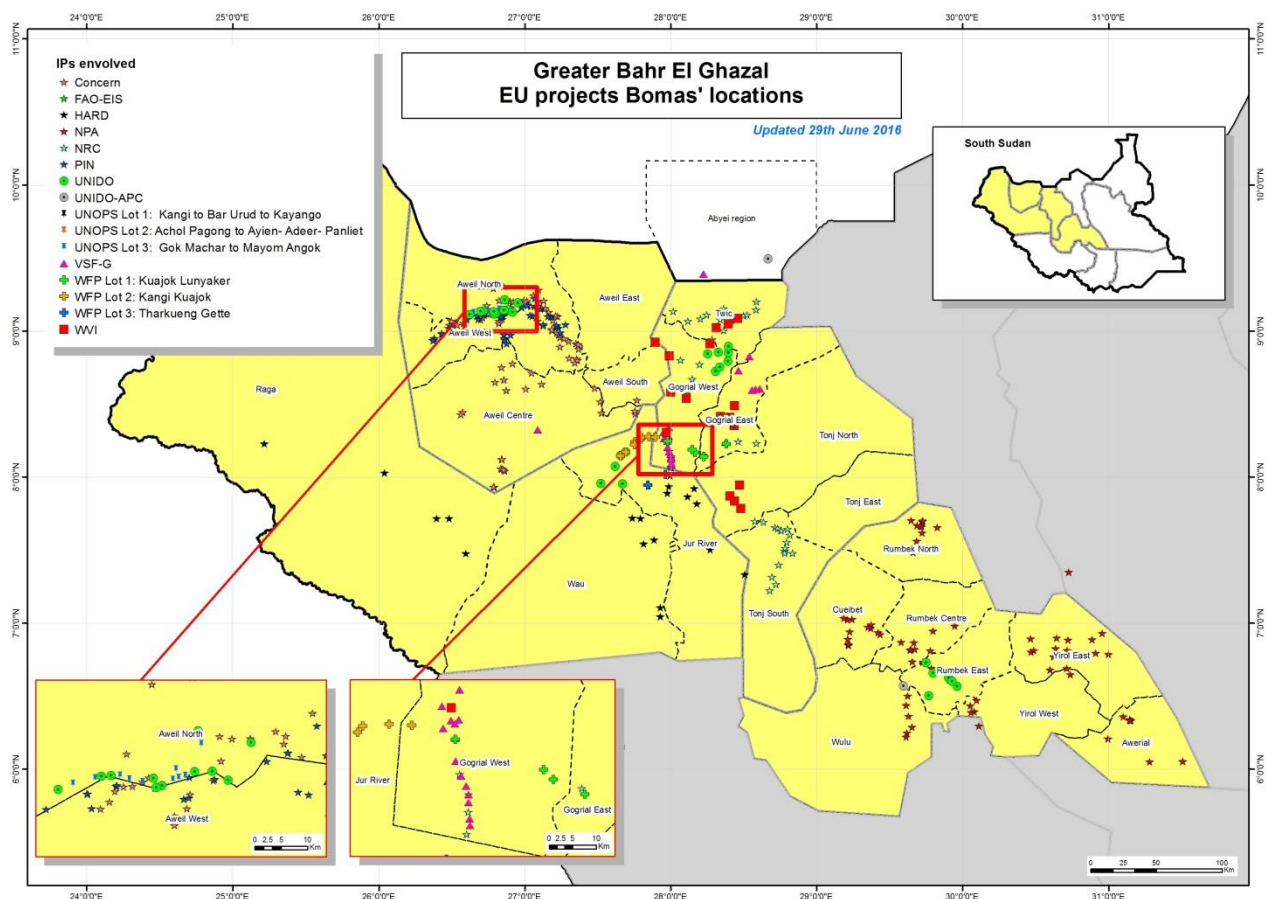


ATTACHMENT 1 – DESCRIPTION OF THE PROPOSED SYSTEM.

A. THE EU DELEGATION INFORMATION SYSTEM (EUDIS) FOR SOUTH SUDAN – A COMMON FRAMEWORK

Data and information related to each EU project (data periodically provided by the Implementing Partners – IPs - and Donors working in South Sudan about agriculture production of smallholders) must be stored, updated, and made available through a common data infrastructure. This information system (abbr. EUDIS) should provide the basis for transparent monitoring of all the EU rural development projects currently active in South Sudan. It should also help in the analysis of the data (i.e. determining gaps or lack of information), as a support for EU Delegation reporting using a common format, dissemination of results, and in the implementation of quality assurance and quality control procedures. This platform will represent the common framework to be shared between all the IPs and the EU Delegation.

Such system, once in place, will be the main gate for the EU Delegation to do proper analysis on EU funded projects in South Sudan, also in order to avoid possible overlapping area of intervention for different IPs (see figure below as an example).



In other words EUDIS will be an information system able to provide constantly data on the implementation of agricultural/food security/rural development projects financed by the EU and other Donors, including the establishment of a mapping system for projects of all Donors.



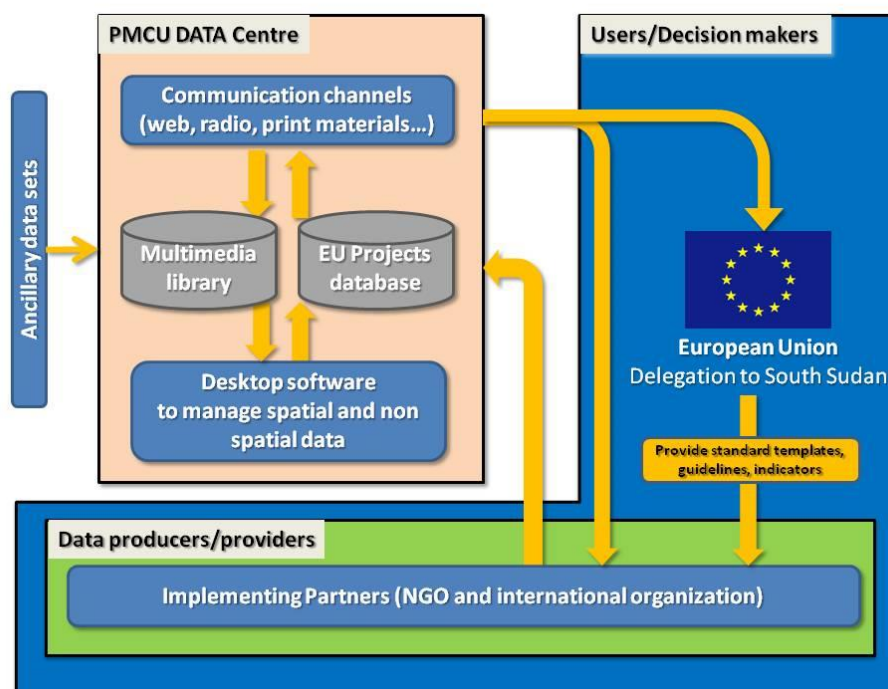
B. PREREQUISITES AND WORKFLOW

The information system (in terms of data, hardware, software, functionalities) should match the requirements of an effective GIS-Report monitoring system that can be summarized as follows:

- Grant integrity, consistency and persistence of data;
- Capable to manage both spatial (raster and vector) and non-spatial (tabular) data;
- Use of international standard for interoperability;
- Implement a multi-level approach (scalability);
- Distribute data through web-based tools accessible to users according to a defined permission policy;
- Offer tools and interfaces for data visualization and reporting, including differentiated and user-friendly interfaces for the stakeholders;
- Include tools to stimulate participation;
- Be cost-effective and sustainable (development and maintenance);
- Reuse as much as possible existing (software and hardware) infrastructure and capabilities.

The most used technology to cope with these requirements is a modular platform based on a spatial database in a client/server architecture where a large set of tools can be integrated. This approach requires the use of data and metadata standard formats and protocols to grant the interoperability between the different components.

In the figure below is illustrated a possible schema of the architecture platform and of the workflow to maintain EUDIS and to share information.





Data collected by each project (provided by the IPs) will be sent to the PMCU in order to be processed and ingested in the database where they will be stored and managed. Ancillary data sets from other sources (e.g. soil, population density, administrative boundaries) will be also included.

A **digital multimedia library**, section related to the projects consisting in videos, images, leaflets, posters, list of dealers, technical brochures and manuals, catalogues of machinery, seeds, equipment etc. provided by IPs, Donors and EUD, will be directly accessible through the Capacity4Dev website (for more details about communication outcomes see also the Visibility and Communication Technical Annex).

The development of the database needs an accurate design of the data model to ensure that the information provided by the IPs are properly modelled, giving to the system the possibility to be easily updated when new information are available or new functionalities are needed.

Both internal users from TA and European Delegation (i.e. system administrator, data curators, analysts) and external users (e.g. Donors, IPs) can connect to the outputs of the PMCU database, reports and multimedia through a web-based application (**Capacity4Dev.eu/South Sudan Rural Development Group**) with different functionalities:

- Search and dissemination of data and metadata
- Search and dissemination of documents/reports/media
- Visualization of spatial data (maps)
- Assisted data entry
- Social interactions (comments and personal info)

For the PMCU technicians and analysts that operate directly on the database, many different tools can be used in the client/server structure, avoiding data replication. Examples are the tools to manage tabular data, GIS desktop, spread sheet, and statistics and geostatistics packages.

The PMCU will be responsible of the EUDIS Data Centre that will be hosted by Agriconsulting SpA, in Rome (Italy), and managed by the TA Manager for all the duration of the technical assistance phase (presently stated in October 2019). After that period it will be possible to physically move the PMCU Data Centre in other places, according to EU Delegation needs and requests and to the availability of technical personnel.

A more detailed proposal for the hardware architecture of the system, the conceptual database data model, and the selection of the software tools will be prepared soon after the Inception Report approval and discussed with EU Delegation.

In general, the use of open source software has many advantages:

- Wide use of data standard and thus interoperability with other systems;
- Advanced set of functions that cover all the requirements of the system;
- No financial resource needed for licences (available resource can be focused on the development of customized tools and interface);
- Reduced risk to be outdated when new release of the software become available;
- Enhanced transparency of the system because the code of the software is open source;



Particularly, it is recommended the use of PostgreSQL with its spatial extension PostGIS as spatial database. There are many reasons that support the choice of PostgreSQL/PostGIS:

- It is free and open source;
- PostGIS is one of the most, if not the most, advanced database spatial extension available and its development is very fast;
- PostGIS includes support for raster data, a dedicated geography spatial data type, topology, networks, and has a very large library of spatial functions;
- There is a wide, active, and very collaborative community for both PostgreSQL and PostGIS;
- There is very good documentation available (manuals, tutorials, books, wiki, blogs, etc.).

In order to make the system useful and effective to EU Delegation in South Sudan it is imperative to keep the database updated, in all the expected input data requested by the template submitted. So, to reach this outcome all the Implementing Partners participating in EU projects should collaborate providing periodical and detailed information to PMCU in standard format to be loaded in the DB and in the Capacity4Dev web site.

C. TEMPLATES, TOOLS AND INDICATORS

The Implementing Partners have already put in place data collection systems, more or less similar in the aim but often not based on the same parameters. For example, while utilising the same EU template for the logframe, they have established the baseline indicators with the support of different experts having different appraisals on the activities' impact. This has created a plethora of information that is formed by not always comparable results. Moreover, Donors have done their programmes without consulting each other and even intervening in the same areas with contrasting activities (e.g. free distribution of inputs vs distributions upon payment, etc.).

Nowadays EU Delegation have to make a great effort in this working context to extract data for each of the contract currently active in the Country and the risk is the lack of information that could be useful to make better decisions.

EUDIS has been thought as a system (made by people, methodologies and procedures, hardware and software, outputs) to support EU Delegation in managing contracts and projects avoiding contrasting activities in the field and optimizing time, money, resources and people involved.

To achieve this result EUDIS applies standard templates and tools to collect data from the IPs: such templates and tools, created by EUD and shared with IPs, shall be as simple as possible in order to simplify the data collection on the field, but with sufficient level of details in order to allow EUD to manage all the contracts in charge and to monitor the effectiveness of them through several indicators. Of course the use of contract's defined indicators (Project Logframe Matrix) by all the IPs is crucial for the EUD monitoring system (for more details about indicators see also the Monitoring and Evaluation Technical Annex).

D. DATA MANAGEMENT

The EUDIS database will store all the data and indicators provided periodically by the IPs (on the basis of scheduling steps defined in the contract).

Each of the IP will send back to PMCU (via email) Excel templates with collected data and indicators. The PMCU staff will input them in the designed database and produce maps, graphs and other synthetic and relevant visual outputs, based on the EU needs and requests.



IP technicians responsible for reports and multimedia communication first should request login credentials to the administrator of Capacity4Dev website in order to be enabled to load materials on the “South Sudan Rural Development Group”.

So, data flow could be shown as in the following logical chains:

- EU **template** for data collection ↓
 - IP data collection ↓
 - IP email to TA PMCU ↓
 - PMCU data verification and processing ↓
 - PMCU data loading in the DB ↓
 - PMCU graphic outputs creation ↓
 - PMCU outputs loading in cap4dev website
- EU contract defined **indicators** ↓
 - IP data processing to produce indicators ↓
 - IP contract defined reports production ↓
 - IP reports loading in cap4dev website ↓
 - PMCU indicators loading in the DB
- IP **multimedia** actions ↓
 - IP multimedia data/reports loading in cap4dev website ↓
 - PMCU digital multimedia data loading in the Data Centre storage

For detailed information about the data flow and expected outcomes see also the **Project Logframe Matrix** (Attachment 1A - M&E Expert Mission Report).

E. CRITICAL ISSUES

The PMCU has to supervise that:

- ✓ IP uses EUD templates to collect project data
- ✓ IP defines baseline data at the beginning of the project
- ✓ IP applies the indicators defined in the Project Logframe Matrix and in the IP Logframe Matrix
- ✓ IP sends collected data and reports according to the contract statements and time-frame

If all the above mentioned four critical issues will be respected then the PMCU Data Centre and the capacity4dev.eu website will be always updated to the last input and the EUD (and of course any Donor or IP related to the projects) will have a robust tool to be used as a DSS.

Another crucial point is the management of EUDIS, once the support of TA will be over (presumably after October 2019).



ATTACHMENT 2 – SERVER HARDWARE DESCRIPTION

Estimated cost for DELL server, configured for the project: about **2800 €**.

The server, joined with the Synology disk station already purchased, will form the core of the EUDIS Data Centre (a more detailed description of system architecture and costs will be produced after the Inception Report approval).



POWEREDGE R430

Powerful, two-socket entry rack server delivers outstanding performance, configuration flexibility, high availability and intuitive management in a short-height (1U), short-depth (24-inch) chassis.

Designed for rack environments requiring peak two-socket performance, sizeable internal storage capacity and short chassis depth to overcome space constraints, the PowerEdge R430 rack server is an excellent fit for high-performance computing (HPC), web tech and infrastructure scale-out. The R430 also serves well for collaboration and productivity applications, surveillance and site security, and is likewise attractive as a dedicated backup or development server.

Deliver peak performance

Drive powerful performance across a wide range of workloads with the latest Intel® Xeon® processor E5-2600 v4 product family. Accelerate performance and grow memory capacity throughput with 12 DIMM slots and DDR4 memory. Boost I/O performance with up to 10 high-IOPS hard drives and two PCIe 3.0 I/O slots, driving 2x data throughput compared to previous generations.

Maximize operational efficiency

Accelerate time to production and drive better ROI by automating deployment with the integrated Dell Remote Access Controller 8 (iDRAC8) with Lifecycle Controller. Save time for IT administrators with intuitive, automated tools for monitoring and updating servers. Control energy budgets with energy-efficient processors, memory, power supplies and Fresh Air 2.0 capability.

Discover greater versatility

Deploy powerful performance into space-constrained environments with short-height (1U), short-depth (24-inch) chassis. Harness data explosion with scalable internal storage capacity — up to 10 x 2.5" hard drives. Adapt flexibly to changing workload conditions with an expandable platform ready for virtualization and high-availability clustering.

Innovative management with intelligent automation

The Dell OpenManage systems management portfolio includes innovative solutions that simplify and automate essential server lifecycle management tasks — making IT operations more efficient and Dell EMC servers the most productive, reliable and cost effective. Leveraging the incomparable agent-free capabilities of the PowerEdge embedded iDRAC with Lifecycle Controller technology, server deployment, configuration and updates are streamlined across the OpenManage portfolio and through integration with third-party management solutions.

Monitoring and control of Dell and third-party data center hardware is provided by OpenManage Essentials and with anytime, anywhere mobile access, through OpenManage Mobile. OpenManage Essentials now also delivers Server Configuration Management capabilities that automate one or many PowerEdge bare-metal server and OS deployments, quick and consistent replication of configurations and ensure compliance to a predefined baseline with automated drift detection.

PowerEdge R430

- Short-height, short-depth chassis
- Latest Intel Xeon E5-2600 v4 processors
- Up to 12 x DDR4 DIMMs
- 2 x PCIe 3.0 I/O slots
- Up to 10 x 2.5" HDDs



Feature	Technical specification	
Form factor	1U rack server	
Dimensions and weight	H: 42.8 mm (1.68 in) W: 482.4 mm (18.99 in) with rack latches; 434.0 mm (17.08 in) without rack latches D: 607.0 mm (23.9 in) without bezel; 676.92 mm (26.7 in) with bezel	Weight 16.73 kg (36.88 lb) empty 19.9 kg (43.87 lb) maximum
Processor	Intel® Xeon® processor E5-2600 v4 product family Processor sockets: 2 Chipset: C610 Internal interconnect: Up to 9.6GT/s Cache: 2.5MB per core; core options: 4, 6, 8, 10, 12, 14, 16, 18, 20	
Memory	DDR4 DIMMs at up to 2400MT/s 12 DIMM slots: 4GB/8GB/16GB/32GB	
I/O slots	2 PCIe 3.0	
Storage	SAS, SATA, nearline SAS, SSD Multiple R430 chassis available: • 10 x 2.5" hot-plug drives • 8 x 2.5" hot-plug drives • 4 x 3.5" hot-plug drives • 4 x 3.5" cabled drives	
RAID controllers	Internal controllers: PERC S130 (SW RAID), PERC H330, PERC H730, PERC H730P External HBA s (RAID): PERC H830	
Communications	4 x 1GbE LOM Click here for R430 supported network interface cards (NICs) and host bus adapters (HBAs) and scroll to "Additional Network Cards" section.	
Power supplies	450W, 550W PSU	
Systems management	Systems management: IPMI 2.0 compliant; Dell OpenManage Essentials; Dell OpenManage Mobile; Dell OpenManage Power Center Remote management: iDRAC8 with Lifecycle Controller; iDRAC8 Express (default); iDRAC8 Enterprise (upgrade) 8GB vFlash media (upgrade); 16GB vFlash media (upgrade)	Dell OpenManage Integrations: • Dell OpenManage Integration Suite for Microsoft® System Center • Dell OpenManage Integration for VMware® vCenter™ Dell OpenManage Connections: • HP Operations Manager, IBM Tivoli® Netcool® and CA Network and Systems Management • Dell OpenManage Plug-in for Oracle® Database Manager
Optional supported hypervisors	Citrix® XenServer, VMware vSphere® ESX®, Red Hat® Enterprise Virtualization®	
Operating systems	Microsoft Windows Server® 2008 R2 Microsoft Windows Server 2012 Microsoft Windows Server 2012 R2 Novell® SUSE® Linux Enterprise Server Red Hat Enterprise Linux VMware vSphere ESXi For more information on the specific versions and additions, visit Dell.com/OSsupport .	
Rack support	ReadyRails™ II sliding rails for tool-less mounting in 4-post racks with square or unthreaded round holes or tooled mounting in 4-post threaded hole racks, with support for optional tool-less cable management arm.	
OEM-ready version available	From bezel to BIOS to packaging, your servers can look and feel as if they were designed and built by you. For more information, visit Dell.com/OEM .	
Recommended support	Dell ProSupport Plus for critical systems or Dell ProSupport for premium hardware and software support for your PowerEdge solution. Consulting and deployment offerings are also available. Contact your Dell representative today for more information. Availability and terms of Dell Services vary by region. For more information, visit Dell.com/ServiceDescriptions .	

Recommended services

ProSupport Plus with SupportAssist provides proactive and predictive support for critical systems. ProSupport provides comprehensive hardware and software support. Get more from your technology starting on day one with ProDeploy Enterprise Suite deployment offers. For more information, visit Dell.com/itlifecycleservices.

End-to-end technology solutions

Reduce IT complexity, lower costs and eliminate inefficiencies by making IT and business solutions work harder for you. You can count on Dell EMC for end-to-end solutions to maximize your performance and uptime. A proven leader in Servers, Storage and Networking, Dell EMC Services deliver innovation at any scale. And if you're looking to preserve cash or increase operational efficiency, Dell Financial Services™ has a wide range of options to make technology acquisition easy and affordable. Contact your Dell Sales Representative for more information.*

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DELLEMC



ATTACHMENT 3 – SOUTH SUDAN MISSION CALENDAR

July – August 2017

Date	Means of Transport and Place of Performance	Activities: (Mission, Reporting ...)
16	Plane - Juba	Travel day
17	Juba	Report and data analysis
18	Juba	Meetings with FAO/AFIS, EUD, FAO M&E
19	Juba	Meetings with ZOA, FSC WFP
20	Juba	Meeting with World Vision
21	Juba	Report and data analysis
22	Juba	--
23	Juba	--
24	Juba	Meeting with VSF Germany
25	Juba	Meetings with DFID, IRC
26	Juba	Report and data analysis
27	Juba	Report and data analysis
28	Juba	Mission debriefing
29	Plane - Rome	Travel day
30	Rome	--
31	Rome	Drafting mission report
1	Rome	Drafting mission report
2	Rome	Drafting mission report
3	Rome	Drafting mission report
4	Rome	Drafting mission report



ATTACHMENT 4 – LIST OF PERSONS MET

Ezana Kassa	FAO South Sudan, Head of Office – Rumbek
Wakweya Tamiru	FAO South Sudan, Monitor and Evaluation Officer
Brian Hilton	World Vision Australia, Food Security Advisor
Nicholas Kerandi	FAO South Sudan, Agriculture and Food Security Information Consultant
Annie Chapados	DFID, Livelihoods Adviser
Pieter Oosterom	ZOA, Program Advisor
Barack Kinanga	IRC
Daniel Olang Madhel Malek	VSF Germany
Alistair Short Sahntos Karki Riccardo Grigoretto	WFP – FSC South Sudan
Charles Rukusa	EUD South Sudan – Project Manager ZEAT-BEAD
Paolo Girlando	EUD South Sudan – Project Manager FSTP and PRO-ACT
Gennaro Ivo Volpe	Team Leader, EU TA for increased agriculture production of smallholders Project in South Sudan
Cristiano Scaramella	Project Extension Expert, EU TA for increased agriculture production of smallholders Project South Sudan



ATTACHMENT 5 – TOR FOR THE SHORT-TERM MISSIONS

TERMS OF REFERENCE

SHORT-TERM MISSIONS FOR THE PROJECT INCEPTION PERIOD



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1. BACKGROUND INFORMATION

a. BENEFICIARY COUNTRY

Republic of South Sudan

b. CONTRACTING AUTHORITY

EU Delegation to South Sudan

c. RELEVANT COUNTRY BACKGROUND

The current state of South Sudan is one of high volatility, insecurity, socio-economic fragility, weak institutional and human capacities, dilapidated infrastructures, and a narrow economic base that primarily depends on oil revenues. Further, the growing population and urbanization increases demand, prices and imports. In the past South Sudan was exporting agricultural products to regional markets, but today it imports most of the needed food items.

Based on the assessments available, the total land area of South Sudan is estimated at 64.7 Million ha. Forests and woodlands cover about 29% of South Sudan land area. More than 68% of these are protected as forest reserves. The forests are still a great resource of food, fodder, fuel-wood, timber, habitat for abundant wildlife and land protection from erosion and degradation... Still, an estimated 80% of the country energy needs is supplied by fuel-wood and charcoal.

Most of the South Sudan people still live in rural areas either in settled households, engaged in subsistence farming or as pastoralist community, breeding cattle herds and practicing transhumance (seasonal migration) and gather in large cattle camps. An estimated 83% of the population lived in rural areas before the start of the recent conflict, which has displaced more than 2 million people.

An estimated 81% of the settled households are engaged in farming, with an average of 1.12 ha of land per household. Approximately 74% of the households cultivate the land and raise livestock, though mostly small ruminants and poultry. 22% of the households are also engaged in fishery.

d. CURRENT STATE OF AFFAIRS IN THE RELEVANT SECTOR

Starting from 2005, the EU has been engaged in South Sudan in various fronts. On the humanitarian side it provides more than 40% of all humanitarian financing in the country, through the ECHO program supporting health, nutrition, water and sanitation for an estimated two million people. Other EU interventions focus on improvement of justice and “rule of law”, increase access to education and health, sustainable water management, promotion of international trade and capacity building. Furthermore, the EU engaged in support to the GoSS for the strategic land issues, starting with the funding of the Land Act (2009) and the provision of TA to the development of the new Land Policy adopted in 2013.



Additionally, the EU is funding large projects and programmes that address all aspects of food security and therefore foster the development of rural infrastructures and the rural economy. The main food security related programmes and projects implemented by the EU are listed below:

❖ **Sudan Productive Capacity Recovery Programme (SPCRP).**

Implementation period: 2005-2013, ended.

Implementing partners: GIZ (support to livelihood through investment projects) and FAO (capacity building)

Cost: 35.77 Million Euro.

Project area: the four states of the GBG plus Western Equatoria.

Description: the project was able to build capacities in government institutions, recover some rural infrastructures and set a good example.

❖ **South Sudan Rural Development Programme (SORUDEV).**

Implementation period: 2014 – 2017, on going

Implementing partners: 4 NGOs (Concern, HARD, NPA, NRC), one in each state and 2 International organizations: WFP (feeder road) and FAO (Nationwide Agro-food Information System)

Cost: 42 Million Euro

Project area: the four states of the GBG region

Description: SORUDEV focus on development rather than relief. Its target beneficiaries are the productive small farmers and agro-pastoralists. The project has three main objectives:

- Improvement of food security, policy, planning, programming and decision making.
- Increased smallholders agricultural production in selected project areas
- Increased maintenance capacity for rural feeder roads network and state roads in selected states.

SORUDEV has two similar components of the ZEAT-BEAD and covers the same areas. Therefore the two projects are making an effort to coordinate.

❖ **Zonal Effort for Agricultural Transformation – Bahr el Ghazal Effort for Agricultural Development (ZEAT-BEAD).**

Implementation period: 2015-2018, ongoing

Implementing partners: 4 implementing partners for 5 components:

- FAO (Sustainable agricultural development-extension-input supply),
- FAO (Enhanced Knowledge and education for resilient pastoral livelihood),
- GIZ (Agricultural Marketing & Investment),
- UNIDO (local value addition and value chain),
- UNOPS (Feeder roads for trade and market)

Cost: 80 Million Euro



Project area: the four states of the GBG region (nationwide for the Agro-food Information System implemented by FAO).

Description: The project aims at improving the smallholder's capacity, income and their access to input and services. It also supports public-private partnerships, and strives to build the capacity and efficiency of government institutions as efficient service providers able to deliver regulations and technical services. The ZEAT-BEAD also funds a number of NGOs and private contractors for relevant actions related to food security, economic recovery/rehabilitation, livelihood, community resilience, support local institutions, smallholders, and rural roads maintenance.

❖ **Food Security Thematic Programme (FSTP)**

Implementation period: 2013-2018, ongoing

Implementing partners: 4 NGOs in GBG

Cost: total 48.9 Million Euro allocated since 2009

Project area: the 4 states of GBG and other areas

Description: The FSTP is based on LRRD approach (linking Relief, Rehabilitation and Development) and aims at improving food security for vulnerable populations and build their resilience to stresses and shocks. The programme is implemented through grants to NGOs. Since 2009 the FSTP financed number of projects. Some of them have been completed and others are ongoing or on pipeline. After the first implementation experiences, the EU requires that the partner NGOs be supported at the start-up and that the implementation be closely monitored.

❖ **Pro-Resilience Action (PRO-ACT): building resilience through crisis prevention and post-crisis response strategy**

Implementation period: 2015-2018, ongoing

Implementing partners: 4 NGOs (Cordaid in Upper Nile, ZOA in Jonglei, Oxfam in Jonglei, IRC in Unit)

Cost: up to a total of 10 Million in grants to different NGOs

Project area: the 3 states of the GUN region

Description: Like the FSTP, the PROACT is based on the LRRD approach and designed to fill the gap between short-term relief and long-term development. The PROACT aim is to support vulnerable and food insecure communities to cope with crises and become more resilient, less vulnerable and at the same time support their economic activity. This may include the livestock health and nutrition, support to sustainable fisheries, improved access to equipment and technology, improved markets access, nutritional education and support, food hygiene, water infrastructures and conflict resolution inter alia.

e. RELATED PROGRAMMES AND OTHER DONOR ACTIVITIES.

There are a number of Donors that, similar to the EU, are regular partners with the GoSS and part of the Aid strategy and coordination mechanism established by the ministry of Finances. There are also international organizations like GIZ, FAO, UNDP, UNOPS and WFP



that are funded by the Donors and act as Implementing Partners. The WB administers the Multi-Donor Trust Fund to support the development of commercial Agriculture. Moreover, a number of international NGOs operate in the country with Donor funding as Implementing Partners. Their role is considered important for their capacity to operate in volatile post-conflict situations.

All Donors and Implementing Partners will be involved at different extents in the mission's object of the present ToR, as explained below.

F. OBJECTIVE, PURPOSE & EXPECTED RESULTS

a. OVERALL OBJECTIVE

To improve efficiency and effectiveness of EU interventions for support of smallholders' agricultural production in the project areas.

b. PURPOSE

The purpose is to make a first assessment in specific activities and produce a work plan for the whole 30-month project, to be included in the Project Inception Report.

c. RESULTS TO BE ACHIEVED BY THE CONSULTANTS

The expected results will be manifold, and diversified by the different disciplines as follows:

- a) Database expert: establishment of an information system able to provide constantly data on the implementation of agricultural/food security/rural development projects financed by the EU and other Donors, including the establishment of a mapping system for projects of all Donors
- b) M&E expert: analysis of the monitoring of the ongoing projects, in addition to an M&E plan and proposal for unified monitoring tools to be adopted by all implementing partners
- c) Training & Communication expert: coordination of training plans and a proposal for production and dissemination of knowledge base products and implementation of visibility actions

Important note: all actions under this project will be limited to the implementation of the current and future long-term projects. Aspects linked to emergency actions for tackling the dramatic situation of the food security are not to be considered under this ToR, being already under the direct responsibility of the Cluster for Food Security and Livelihoods.

G. ASSUMPTIONS & RISKS

a. ASSUMPTIONS UNDERLYING THE PROJECT INTERVENTION

It is assumed that all Implementing Partners will collaborate and accept receiving all the experts in the short timing of the missions.



b. RISKS

The large volume of data and reports to be consulted may become a handicap to produce the expected results in time for the drafting of the Inception Report.

H. SCOPE OF THE WORK

a. GENERAL

b. PROJECT DESCRIPTION

Because of the complexity of the activities to which the long-term team is called to give support and in consideration of the large number of implementing partners and donors involved, not mentioning the vast literature to consult, the activities foreseen by the present ToR aim at collaborating to the drafting of the Inception Report in three specific disciplines, while the KEs will concentrate on all the other aspects of the project.

c. GEOGRAPHICAL AREA TO BE COVERED

Juba - Republic of South Sudan. The STEs are supposed to perform their work in the capital town, but in the case that field missions should become necessary, the STEs must be authorised in advance for both organisation and security reasons. However, the project covers only the Greater Bahr el Ghazal area and the Greater Upper Nile.

d. TARGET GROUPS

NGOs, donors, Ministry of Agriculture and Ministry of Livestock field staff, local administrators, the rural population at large.

e. SPECIFIC ACTIVITIES

The activities of each expert will be as follows:

a) Database/GIS expert

The Implementing Partners have already put in place data collection systems, more or less similar in the aim but often not based on the same parameters. For example, while utilising the same EU template for the logframe, they have established the baseline indicators with the support of different experts having different appraisals on the activities' impact. This has created a plethora of information that is formed by not always comparable results. Moreover, Donors have done their programmes without consulting each other and even intervening in the same areas with contrasting activities (e.g. free distribution of inputs vs distributions upon payment, etc.).

The EU is also financing an Agriculture and Food Information System (AFIS) implemented by FAO, that is now ending its contract (although a new contract is being envisaged). This is also an important source of information that shall be considered when studying the (hopeful) harmonisation of the information flows. Other information systems are also in place for different purposes (e.g. REACH).

The mission of the database expert will consist in two parts: a first mission in South Sudan for ascertaining the state of the art and make a preliminary evaluation of the possibilities for



harmonising the existing data sources, plus a subsequent homebased activity for proposing a work plan for realising the centralisation of the data. This work plan shall be included in the Project Inception Report, due by the 1st of August 2017.

After the approval of plan and activities by the EUD (i.e. the approval of the Project Inception Report), the input of the database expert will continue, based on her/his findings, for a constant participation to the project during all the 27 months of the implementation phase for:

- Designing the system for creating such central database and mapping system (estimated 30 wd)
- Receiving, inputting and analysing (online) the following data:
 - Baseline data already collected by each IPs in his respective area, including details about beneficiary groups and individuals, lists of dealers, agribusinesses, service providers, cultivated areas, cropping patterns, grazing areas, existing infrastructures, etc.
 - Other data collected during project implementation
 - Project reports and monitoring reports
 - Details of extension network including GoSS farms, extensionists, service providers, private extension agents, etc.
 - Data received by other Donors willing to share/benefit from this library
- Updating the cartography of the projects involved,
- Upload all projects' outputs on the web site "capacity4dev.eu"
- Producing reports when requested, based on the data analysis.

The EU TA that is managing the project has at its disposal a server to be dedicated exclusively to this activity.

This work can be envisaged homebased in the measure of one week (5 wd) per month, after an initial period for building the system. A possible second trip to Juba during the design period should be envisaged, in case of need.

In summary, the input of the database/GIS expert will be:

- Mission in South Sudan	10 wd
- Travel days to/from South Sudan	2 wd
- Drafting mission report and work plan homebased	5 wd
- System design	30 wd
- Monthly input during project implementation (5x25)	125 wd
Total	172 wd

b) M&E expert

The projects financed by the EU have been monitored roughly every 6 months and reports are available (although not all of them have been uploaded on the above mentioned web site). The TA is requested to produce regular monitoring of these projects with the twofold



objective of evaluating their implementation stage and ensuring their coherence with the EU Rural Development Programmes.

It is therefore important that, given the number of contracts involved, a certain uniformity and harmonisation is introduced in the monitoring exercise first, and in the evaluation (and subsequent recommendations) afterwards.

The M&E expert is called to make a mission of two weeks (10 wd) in South Sudan for:

- Verifying number and content of the past monitoring reports and their recommendations
- Finding out gaps and their causes in the follow up of the recommendations by the IPs
- Developing standard procedures and formats for both undertaking regular (6-month) project monitoring and analysing the IP reports
- Designing a M&E plan for the whole project timing

It is intended that the whole exercise shall be based on the EU guidelines for both ROM and Evaluation Policy.

Therefore the input of the M&E expert will be:

- Mission in South Sudan	10 wd
- Travel days to/from South Sudan	2 wd
- Drafting mission report and work plan homebased	2 wd
Total	14 wd

c) Training and Communication expert

A training and communication expert will be hired, specifically, to establish a training plan aimed at producing and disseminating knowledge base products and to plan visibility actions.

The plan may contain:

- On the job training and capacity building through internships to address specific purposes such as database and to increase capacity in key GoSS departments.
- Formal short training sessions for key GoSS extension officials and private extension agents.
- Workshops focused on specific topics such as rural finances, farmers' organizations, etc.
- Organization of special events
- Production of leaflets, posters, manuals, videos on specific technical issues, best practices and innovative technological packages.
- Knowledge base products
- Visibility and communication products



- Others relevant topics as per partners' inputs.

The input of this expert, to be introduced in the Inception Report, will be updated by the TA team every 6 months, at the occasion of the Progress Reports, according to emerging needs.

The experts shall debrief the team leader on their findings on the last day of mission. They will have additional two travel days and two (homebased) wd for drafting the mission report and submitting it to the Team Leader (5 wd for the database expert as mentioned above).

Therefore the input of the training and visibility expert will be:

- Mission in South Sudan	10 wd
- Travel days to/from South Sudan	2 wd
- Drafting mission report and work plan homebased	2 wd
Total	14 wd

Summarising, the experts will have a total input of:

- Database expert	172 wd
- M&E expert	14 wd
- Training and Communication expert	14 wd
Total	200 wd

f. PROJECT MANAGEMENT

Responsible body

The Contracting Authority is the EU Delegation to the Republic of South Sudan.

Management structure

The experts will refer to the TA Team Leader, to whom they will report and coordinate constantly.

Facilities to be provided by the Contracting Authority and/or other parties

The experts can use the TA office in Juba as a base for their missions.

I. LOGISTICS AND TIMING

a. LOCATION

Juba - Republic of South Sudan.

b. COMMENCEMENT DATE & PERIOD OF IMPLEMENTATION

The duration of these contracts is mentioned in paragraph 4.2 for the different disciplines. Travel days are considered as working days, even if occurring during weekend days, in the measure of maximum 2 days/expert.

More specifically, the missions will take place during June - July 2017.



J. REQUIREMENTS

a. PERSONNEL

The experts

Qualifications and skills

The experts shall have at least a University degree, relevant to the 3 disciplines mentioned.

Excellent knowledge of the English language is compulsory.

General professional experience

They shall have a minimum of 10 years of general work experience, with a sound knowledge of the EDF procedures.

Specific professional experience

During their career, the experts shall have already undertaken such kind of activities.

Experience in Sub-Saharan Africa will be compulsory. Experience in post-conflict areas would be a plus.

K. REPORTS

a. REPORTING REQUIREMENTS

The expert will present a mission report with all details of the activities performed within the timing mentioned in paragraph 4.2.

ATTACHMENT 6 – WORKSHOP AGENDA (SHORT-TERM MISSION)

The **main arguments** of the workshop in Juba (October 2017) will be:

- Description of the proposed system: analysis of the workflow from EUD to IPs field activities to PMCU and back to stakeholders.
- Description of database design to store spatial and non-spatial data.
- Round table to discuss the data template, according to EUD requests and IPs feedback and the interaction with Capacity4Dev website.



ANNEX 5 of the Inception Report

COMMUNICATION AND VISIBILITY COMPONENT OF THE TECHNICAL ASSISTANCE FOR INCREASED AGRICULTURAL PRODUCTION OF SMALLHOLDERS IN SOUTH SUDAN

MISSION REPORT

16 JULY – 1 AUGUST 2017

ANNEX 5 TO THE TA INCEPTION REPORT

Drafted by Michael Wod-Awat Olworo



Introduction

Purpose

The purpose of the Training, Communication and Visibility component of the Inception Report mission was to develop the coordination of training plans and a proposal for production and dissemination of knowledge base products and implementation of visibility actions.

Overall Mission Framework

The European Union is funding a number of food security projects in South Sudan. A Technical Assistance for Agricultural Production for Smallholders has been designed to support this initiative. Within the technical assistance training, communication and visibility are integral to ensure the rights of family farmers and rural populations to build their capacities to know the source of the funding and other kinds of support, to have adequate and affordable access to information and communication through inter-personal, print materials, information and communication technologies (ICTs) such as mobile telephone networks and rural broadband services, etc. to be able to collectively organize, to have access to formal and informal education, to be able to equitably receive government information and services relevant to their production and economic activities, to fully participate in decision-making and to have their voices on project implementation heard.

As early as 1974, the World Food Conference coined the term "food security", definition that emphasised supply. Food security, they said, is the "availability at all times of adequate world food supplies of basic foodstuffs to sustain a steady expansion of food consumption and to offset fluctuations in production and prices." Later definitions added demand and access issues to the concept. The final report of the 1996 World Food Summit states that food security "exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences. As the definitions reviewed above imply, vulnerability may occur both as a chronic and transitory phenomenon, e.g. during conflict and post-conflict scenarios as is the case in South Sudan.

The overall objective of the Food Security Policy Framework for the Republic of South Sudan (RSS) was to quarantine "food for all" by the year 2015. This requires a radical transformation of the management of the agricultural sector to enhance farm productivity. The Economic Development Pillar of the South Sudan Development Plan forecasts that the greatest growth is expected to come from the small-scale private, predominantly family-based agriculture and livestock sectors. The challenge is to move from subsistence to a market-oriented system that has the potential to result into improved, market-based livelihoods through competitive and profitable farming while at the same time being mindful of conservation of the integrity of natural resources within the context of adverse climate change. This Policy is in line with the Transitional Constitution of the Republic of South Sudan 2011 as well as the



Sustainable Development Goal of reducing extreme hunger and poverty and the achievement of Vision 240, which includes the objective of a prosperous and a productive nation through investment in agriculture to achieve food security.¹⁶

With this in mind, this communication and visibility component of the Inception Report was commissioned to facilitate training/capacity building and information and communication generation and dissemination. It is directed at beneficiary groups, government and the entire South Sudanese population and well-wishers to create awareness about the origins of project funding and related EU support to the agriculture and food security sector in the country, to rally everyone's support and to demonstrate the impact of this bilateral support to the country.

Description of Activities

The activities under this component fall under the following two categories:

- a) Training.
- b) Communication and Visibility.

To improve efficiency and effectiveness of EU interventions for support of smallholders' agricultural production in the project areas, the purpose of the communication and visibility plan at this stage was to make a first assessment in specific activities and produce a work plan for the whole 30-month project, to be included in the Project Inception Report. In this respect, the Training, Communication and Visibility component was geared towards planning for the coordination of training plans and a proposal for production and dissemination of knowledge base products and implementation of visibility actions. Secondly, it is important to note that all actions under this project will be limited to the implementation of the current and future long-term projects. Aspects linked to emergency actions for tackling the dramatic situation of the food security in South Sudan are not included but are already being handled under the direct responsibility of the Cluster for Food Security and Livelihoods.

Methodology

The methodology used in the situation analysis to provide input for the development of this communication and visibility plan included the following:

- a) Detailed literature/documents review. The following were among literature reviewed:

¹⁶ Agriculture Sector Policy Framework, Republic of South Sudan, Juba, 2012.



- The EU Communication and Visibility Manual 2017 Edition.
 - The South Sudan Agriculture Policy Sector Framework, the Ministry of Agriculture, Forestry, Cooperatives and Rural Development.
 - The South Sudan Resilience Strategy 2016 – 2017.
 - The Food and Agriculture Organisation (FAO) Interim Narrative Report (2).
 - The Food and Agriculture Organisation (FAO) Communication and Visibility Strategy.
 - The Food and Agriculture Organisation (FAO) Livestock Strategy Paper March 2015.
 - Final Evaluation of AFIS in South Sudan.
 - The Gender Training Guide, FAO 2012.
 - ICT in Agriculture: Connecting Smallholders to Knowledge, Networks and Institutions.
 - Building Social Cohesion in Post-Conflict Situations: Applied Knowledge Services, 2016.
 - SORUDEV South Sudan 3rd Interim Report, 2017.
 - VSF-Germany Nomadic Drama Booklet.
- b) Consultations and meetings were also held with the following individuals and Implementing Partners' involved in EU-funded food security projects:
- Briefing and induction meeting with the Consortium Team Leader.
 - The EU Delegation to South Sudan.
 - The Ministry of Agriculture, Forestry, Cooperatives and Rural Development: Under Secretary, Director for Extension Services, and Director for Planning.
 - ZOA (2 meetings).
 - World Vision.
 - FAO (3 meetings).
 - IRC.
 - VSF-Germany.

Key Findings: Challenges and Performances

The literature review/meetings and consultations yielded the following key findings:

1. Performance

The following activities have been or are being carried out:

- a) Several of the Implementing Partners have already developed their Communication and Visibility Plans based on the EU Guidelines 2017 or earlier versions.
- b) Pastoral Training Schools and Farmer Field Schools have been established in most of the project areas by the Implementing Partners. In addition, there are informal capacity building arrangements such as the Extension Visit System; Farmers' Discussion fora for information-sharing and skills transfers;



training sessions in the Cattle Camps with the support of local leaders; interactions with Community-Based Organisations (CBOs) such as religious groups, women and youth groups and their members; community dialogues through social networks and institutions including village-level opinion leaders. All these are aimed at practical learning with the farming cycle.

- c) Life skills informal education such as functional literacy for children and the youth.
- d) Practical skills in income generation for women groups in particular, e.g. tea kiosks.
- e) Short training courses/workshops for Agricultural Extension Workers at the lower local government including village levels.
- f) Training of Community Livestock Health Workers.
- g) Identification and Training of Trainers for facilitators to serve in the Cattle Camps.
- h) Provision of digital tablets with topical lessons for the facilitators above.
- i) On-going production and airing of radio programmes on local FM stations in English, Arabic and vernacular languages.
- j) The Ministry of Agriculture, Forestry and Rural Development has produced the following key documents: Extension Training Curricula e.g. for Farmer Field Schools; Participatory Extension Approach Guidelines; An Extension Booklet.
- k) Production of the Comprehensive Agriculture Master Plan (CAMP) by Government.
- l) Food Security Sector Cluster formed and active, e.g. in coordinating joint activities such as training and workshops.

2. Challenges

- a) Inadequate coverage of basic infrastructure complicated by highly dispersed and low-density population making communication and visibility campaigns difficult. Low accessibility to the transport system and poor road standards result into high transport costs.
- b) Recurrent internal conflicts and complex socio-political dynamics, which pose challenges for stabilisation and development. The triggers of such local conflicts include competition over and uneven allocation of resources. These often play into a history of marginalisation and perceived dominance by core elites, which are often seen in ethnic terms. The resultant consequences are manifest in border disputes, violent cattle rustling, conflicts among pastoralist groups (e.g. Murle versus Dinka Bor as narrated by ZOA).
- c) Other conflict stresses that underline manifestations of disputes at the local level and impact negatively on project training/capacity building, communication and visibility include the changing structures of both traditional and modern authority and leadership with unclear roles and responsibilities, rapidly changing relationships and realignments along a



range of vectors including ethnicity, wealth, age, education and a widespread perception of patronage and impunity fuelling distrust in government.

- d) A highly heterogonous system of local governance as a result of diverse historical, cultural and ethnic characteristics complicated by decades of conflict and social dislocation.
- e) The nature of ethnic and clan-based social networks and institutions and the role of traditional authorities vary countrywide. This diversity mitigates against universal institutional models for communicating and engaging with communities and with local authorities project delivery.
- f) Understandably, the Government of the Republic of South Sudan (GRSS) is under pressure to meet citizen expectations of 'independence and peace dividends' by delivering tangible results that can improve welfare, build citizen confidence and strengthen state legitimacy. These overly ambitious and unrealistic expectations must be achieved in the context of a weak public sector capacity and governance.
- g) Core administrative structures and mechanisms for resource allocation and management are extremely weak and fragile at the sub-national and lower levels. These limit the provision of services quickly and at scale even with the intervention of external Implementing Partners.
- h) As is often common with fragile, post-conflict countries with weak institutions, South Sudan remains under the scaring shadow of vulnerability and resumed violence and instability and is not able to respond to internal and external conflict stresses (World Bank, 2011) in a timely, effective and comprehensive manner. This requires that efforts to deliver tangible improvements in services need to be consistent with simultaneous interventions to improve governance and build institutions capable of responding to citizen needs.
- i) Language barriers. Most local communities only speak the vernacular languages and interpretations may not be accurate.
- j) Lack of trained Implementing Partner and government staff at the local levels of activities in various disciplines required in project implementation.
- k) There is a strong need for a Communication for Development (C4D), also known as Development/Project Support Communication, component for Implementing Partners and government.¹⁷

¹⁷ Communication and visibility is mainly institutional meant to create awareness, inform, enhance accountability, created visibility and establish public relations. C4D involves facilitated access to development information, to stimulate participation, to empower people and to influence public policies. However the difference between the two should not be overly-emphasised as they often overlap and are complementary to one another.



- l) The Technical Assistance Team needs to spend time in the field as much as possible to provide real-time mentorship and support. This, of course depends on situations such as security and accessibility. Again this need is relative to individual Partners.
- m) Lack of business and financial management skills for income generation and livelihoods entrepreneurs.
- n) Political interference and “elite capture” whereby the powerful and the mighty often demand a lion’s share of project resources.
- o) Low morale from government employees since they go for several months without getting their monthly pay and are not motivated to work with and assist the Implementing Partners.
- p) Many Implementing Partners over-look the relevance of the Indigenous Communication Systems within ethnic and tribal communities complete with their social networks, institutions and media/channels of communication.
- q) Low literacy resulting into slow and poor participation and up-take of project implementation roles and responsibilities.
- r) Many of the project activities are labour-intensive and staff gets worn-out requiring regular rests and leave, which in turn slows down implementation.
- s) Gender imbalance in most communities with women not properly engaged and actively participating.
- t) Poor mobile network coverage limiting the use of mobile phone technologies such as SMS for information generation and dissemination.
- u) Lack of electricity supplies and hence over-dependence on generators. This makes operations of the Implementing partners expensive.
- v) Behavior change is a process and the short nature of the projects makes it difficult to achieve results and impact within such short timeframes, particularly for new innovations unfamiliar with local people. This includes, e.g. changing the mind-set from nomadic pastoralism to settled agricultural farming.

Recommendations

Many of the challenges raised above are beyond the capacity and mandate of the EU and Implementing Partners. However, the mandatory communication and visibility plans that the IPs have to provide (which, unfortunately several have not yet worked out) have been and will be improved and harmonized by the TA Expert. In addition, we recommend that the following may be considered for implementation:

- a) Training, communication and visibility results need to be aligned to areas that reflect citizen priorities, including enhanced security, expanded access to services, improved governance and improved market and livelihood opportunities. Moreover, the success of any nation-building measures will depend on delivering results that extend to all citizens, regardless of their



- location, political affiliations or ethnic identities and which include minority groups, the Internally Displaced Persons (IDPs), returnees, youth and women.
- b) Closer working relationships with government at all levels, particularly lower local government and its institutions such as the County, Payam and Boma Development Committees to be pursued in spite of low morale due to lack of salaries and working facilities. This will require facilitation of coordination of actions by the IPs through relevant fora.
 - c) Due to the high levels of illiteracy, Implementing Partners should focus more on using the radio and pictorial illustrations such as flip-charts, handbills and posters for the knowledge products rather than written materials.
 - d) Up-scale the development, production and dissemination of knowledge base materials written in English and translated into the vernacular languages for better outreach and understanding. These will need to be regularly reviewed, improved and maintained.
 - e) Populations in areas with stronger, previous Arab patterns of education such as the Greater Upper Nile and Bar el Ghazal should have written materials translated into Arabic, which is more commonly understood by the elderly populations.
 - f) The Technical Assistance should push for training and capacity building in such areas as Training of Trainers, training in community facilitation/engagement skills, gender analysis and mainstreaming into projects, strategic communication skills, etc.
 - g) There should be an up-scale in the use of the Indigenous Communication System with its social networks, institutions and media/channels of communication for more effective outreach with the more traditional groups within society. This system has been adequately explained elsewhere.
 - h) The introduction of Communication for Development (C4D) should be considered for the faster achievement of advocacy, social/community mobilization and behavior change. This will require technical assistance support to the development and implementation of the C4D strategies.
 - i) Community Engagement as a separate entity should be considered, as a practice area for technical support particularly for projects in their early stages and future ones. The principles of community engagement, which will improve project objectives' achievement include: social accountability and social cohesion building; participation and involvement; coalition building among stakeholders; transparency; sustainability; conflict sensitivity; inclusivity of all including women, the youth and marginalized vulnerable groups; and the avoidance of "elite capture" of project opportunities and resources.
 - j) The TA Expert, during the training, will need to put emphasis on the importance of regularly collecting and updating information on performance indicators, baselines and annual targets for the project in the logframe.



k) The introduction of a formal Grievances Redress Mechanism¹⁸ into project implementation in order to:

- Be responsive to the needs of local beneficiaries and address and resolve their grievances.
- Be a tool for soliciting inquiries, inviting suggestions, and increasing community participation.
- Collect information that can be used to improve the operational performance of projects.
- Enhance legitimacy of the EU, Implementing Partners and local governance structures among stakeholders.
- Promote transparency and accountability.
- Formalize the way in which community complaints/grievances over project activities are resolved.
- Foster a process that leads to open dialogue and community involvement.
- Draw attention to potential cases of project-related fraud and/or corruption in order to mitigate risks.

WORK PLAN

The Implementation/Work Plan below is recommended for adoption by the Implementing Partners. However, it does not over-write their own plans if these are already in place. The Training Plan (point 2) is elaborated in Annex 3 at the end of the document and will be implemented by the TA.

Communication and Visibility Activities		2017				2018				2019			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.	Letters of information on project activities.			X	X	X	X	X	X	X	X	X	
2.	Stakeholders' training/capacity building workshops: (a) Training of Trainers in Basic Communication Skills, (b) C4D (c) Public Relations and Media Management (d) Community Engagement (e) Gender Analysis and Mainstreaming.					X	XX		X	X			
3.	Printing and distribution of materials, airing of radio programmes and carrying out other audio, digital and group media activities.				X	X	X	X	X	X	X	X	
4.	Media campaigns.				X	X	X	X	X	X	X	X	

¹⁸ See GRM framework in table under annex.



5.	Stakeholders' meetings and community dialogues to review plans and rationale for project interventions.			X	X	X	X	X	X	X	X	X	
6.	Coordination meetings to review progress of implementation			X	X	X	X	X	X	X	X	X	
7.	Photographs: still and movie.			X	X	X	X	X	X	X	X	X	
8.	Printing and distribution of promotional items (banners, caps, T-Shirts, hats, lap-top bags, pens, posters, notebooks, etc.).			X	X	X	X	X	X	X	X	X	
9.	Adhesive stickers			X	X	X	X	X	X	X	X	X	
11.	Website Posting and Hosting.			X	X	X	X	X	X	X	X	X	

ANNEXES

Annex 1: Developing Messages and Media

Introduction

Developing both messages and media is best done in a participatory way during Messages and Media Development Workshops involving representatives of sample audiences for which they are intended. In this way, local perspectives, including culture-sensitive issues, can be taken into account. In addition, cross-professional Subject-Matter-Specialists need to attend to guide correct message content. Finally, graphics designers, media producers (radio, TV/video, etc.) and other technical people should be present. The whole process must be facilitated by a Communication Specialist, in this case, the Consultant. The following process is generic to developing messages and packaging to them into appropriate media/channels of communication. In rural communities in developing countries, attention and preferences need to be put on low-cost, low-technology print and interpersonal media in addition to mainstream media such as radio, TV, print, Social/New Media.

Developing Messages and Media

While planning to develop messages and media for project-support communication, one needs to remember that communication for development is a participatory (interactive), research-based and theory-driven approach aiming at bringing about lasting change in knowledge, attitudes and behaviours (psychographic factors) within individuals, communities and social systems through the use of effective communication strategies and approaches. Cross-cutting issues such as social/gender norms, indigenous knowledge, practical skills and an enabling environment (socio-cultural, economic, political, religious, etc.) are equally important. The catch-word in the communication process must be involvement. Communication is involvement. Stakeholders, including local groups, need to be involved in shaping the messages and developing, pre-testing and using the final materials. Yet, unfortunately, too often as project staff we consider the other parties

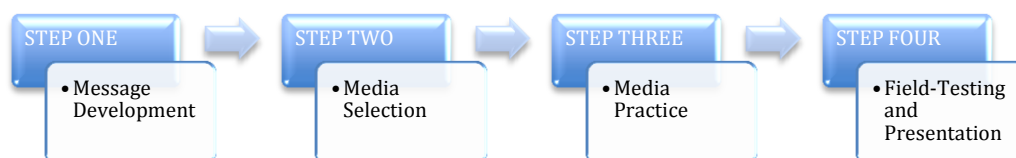


unimportant or ignorant and proceed to develop messages and media for them ourselves rather than with them without involving them or taking into account their perspectives, what they already know or don't know. This top-down approach often means that such parties do not own the messages and media and, therefore, cannot participate in their dissemination. Messages and media development are not the same as writing an essay or a newspaper article. It needs careful planning and implementation.

More importantly, people have to be moved to action if the communication events are to be evaluated as truly successful. Any communication activity that does not provoke a response or call to action is redundant. Our goal may be to enhance advocacy, social/community mobilisation or behaviour change. But the steps illustrated and explained below are generic.

The Step-Wise Process

Messages and media development require some organisation and the process can be shown as follows:



Step One: Message Development

We are often in a hurry to find some kind of messages and media to use. But the first and most important step should be to prepare an appropriate message. The choice of media must be secondary.

Since the message comes first, you need to begin by asking yourself: "What do I want to say, to whom, how, where and with what impact?" Unless you make that clear to yourself, you will not be able to make it clear to others. Even if you only want to make a first contact, you need to say something like, "I want to know you; do you want to know me?" Perhaps you want to introduce something new like the Petroleum Act and the Petroleum Management Act. Then you have a different kind of message in the larger process of change, which involves creating awareness, developing interest, helping people to evaluate the advantages or disadvantages of such a practice, assisting them to choose and try it out for themselves, giving them the skills and resources for implementing their choice and finally guiding them to adjust to new situations brought about by implementing the choice.

You have a message about the Petroleum Act and the Petroleum Management Act and it may seem like a good "solution" to a local problem, but it will only be that if it successfully meets the community's needs and requirements. Mutual understanding, built on clear messages back and forth, will be a vital part of the process of change. Beware of assumptions! Whatever your purpose or time-frame, study the topic. Even a simple message such as, "I want to know you" is no simple matter. You need to think it through and learn about the stakeholders before you proceed. Talk with



Subject-Matter-Specialists; find out what stakeholders already know about the topic, what beliefs they hold, their fears and aspirations, etc. If you understand the stakeholders, the message(s) you develop will be their message(s) as well as yours. Set the information you have collected from the specialists and from the people in an orderly, interesting way, e.g.:

- Stakeholders' opinions about food security and climate change.
- Problems with their present lack of understanding of agro-biotech. Showing that you listen and understand their perspectives rather than imposing your opinions will endear them to you.
- Why it important to understand the issues.
- Disadvantages of ignorance of the issues.
- Implications of the proper understanding of the issues.
- Any other relevant factors.

Step Two: Media Selection: Communicative Elements

Media/channels are helpers in presenting a message. There are many types of media and we shall briefly look at them in this section and how they can help in carrying and strengthening a message. Some media are familiar worldwide while others are specific to a local community or culture. Then there are new emerging ones such as the Social Media/New Media.

Communicative elements help a medium to carry a message. Each element helps in its own way and may work better with some media than with others. An understanding of communicative elements will influence both our selection and our use of a particular medium. Here are four of the main communicative elements, how they can help and some of the media which can make use of them.

- a) **Narrative Element:** stories are a good way to interest people in a topic and to raise issues that people might otherwise reject. Media that are good at telling a story include speech, song, drama, recorded messages, etc.
- b) **Visual Element:** pictures and graphics interest people and can help them to better understand what is being presented. By “seeing” the topic, people learn faster. This is particularly true of low-literacy communities such as agro-pastoralists. Examples of media with visual elements are flip-charts, posters, hand-bills, video and television.
- c) **Teaching Element:** we need to use media that can help us give a lot of information such as in teaching. All media carry information. But some carry more information more easily than others. Examples of these are demonstrations, text-books, radio and TV magazines.



- d) **Retentive Element:** these are media which help people to remember messages and which act as a reminder in the future. Such media have a strong retentive element and include song and music, text-books, recorded messages, etc.

Some media fulfil several of the above functions at the same time by combining different communicative elements. A good manual/book can tell a story (narrative element), carry pictures (visual element), convey much information (teaching element) and be available for future reference (retentive element). When the strengths of different media are used concurrently, people may understand a message better than when just one medium is used. This is called the multi-media approach. However, for cost-effectiveness, it is often recommendable to choose just a few effective media combinations rather than too many media due to production and other costs.

Step Three: Media Practice

Now the media have been produced. They may seem ready for use. But not yet! Practice is a pre-requisite. All those going to use the media, especially group media with community members, need to be trained and to practice how to do so properly and effectively. Some of the things to learn include:

- a) How to operate the machine if someone is going to use an electronic or digital machine such as a slide projector, video player, etc. One needs to know how to start the machine, load the programme, make necessary adjustments in volume control, colour balance, quality, sharpness, etc.
- b) How to arrange the setting for the presentation: placing the equipment, seating arrangement for participants, etc. These should not be taken for granted.
- c) How to involve the participants and encourage them to take an active part in the media presentation. A passive audience does not learn well and cannot give feed-back, often quite important in participatory communication.

The above procedures apply to all media, both introduced and traditional. The social arrangements that go with traditional media such as drama or story-telling with rural communities may actually require more training. All media presentations must be practised with the help of experienced users.

Step Four: Field-Testing, Evaluation and Presentation

Before a media material or programme is finally approved and commissioned, it must be field-tested. Field-testing means the material or programme is presented to a sample group similar to the intended audience. If the material is meant for a rural community, the field-testing needs to be done in a village. The test group's reaction



to the material or programme is then evaluated and adjustments made where necessary. The field-testing and evaluation is intended to show whether or not:

- a) The message has reached the group through the medium or a combination of media.
- b) The target group paid attention to the programme, a test of capturing interest.
- c) The target group participated during the presentation, a test of a discussion-starter.
- d) The target group understood the message.
- e) The target group remembered the message.
- f) The target group is offended by any part of the message.

With regards to the last point (offense) this Consultant can relate a story a few years ago in Kisumu, Western Kenya, when some media were being pre-tested with a group of fisher-folk during a Media Development Workshop I was facilitating for the Lake Victoria Fisheries Organisation (Kenya, Tanzania and Uganda). They were quite disappointed that our artist drew pictures of bare-footed fisher-folk. "We are not that poor and backward," they bitterly complained. We had to change the drawings. Field-testing will reveal strengths and weaknesses in the proto-type materials and programmes and allow for improvement.

Annex 2: The special Case of Print Materials

In this presentation we will concentrate on the development of messages, designing and production of print materials for project communication and visibility.

Concepts and Principles

A communication and visibility strategy or plan must precede the development of messages and materials. A clear strategy or plan can help:

- a) Increase impact of a campaign;
- b) Enhance effective and efficient use of time, people and other resources;
- c) Take full advantage of opportunities;
- d) Ensures all partners speak with one voice.

Messages and materials support the overall goals and objectives of the strategy and must appeal to the intended interaction groups/audiences. To accomplish this, messages and materials should be acceptable, appropriate, relevant, understandable, attention-getting, memorable, attractive and credible.

Developing Messages



Messages should be developed based on seven rules commonly known as the “Seven Cs of Effective Communication,” which is explained here below:

- a) Command attention: a message should get noticed and stand out in the clutter.
- b) Clarify the message: should be simple and direct, otherwise it will not be remembered if it is not understood in the first place. Complex terminologies and concepts should be interpreted, simplified and clarified.
- c) Communicate a benefit: messages should tell the interaction groups/audiences what they will get in return for taking an action called for in the message, e.g. what will be the benefit to a farmer for adopting drought resistant crops?
- d) Be consistent: all messages in a campaign should convey the same themes in all forms of media used. People learn by repetition and repetition through a variety of media contributes to both learning and persuasion. Penetration requires repetition of a consistent message.
- e) Cater to the heart and head: the message should offer emotional values as well as practical/logical reasons to change.
- f) Create trust: communication starts and ends with a climate of credibility. This climate is built by the performance of the source of the message (Implementing Partner) and a desire to serve the audience. The audience must have confidence in the Implementing partner and a high regard for its competence on the subject of improved food security.
- g) Call to action: the messages and materials must ask the interaction groups/audiences to do something. They want to know what is expected of them after hearing the message.

Media/Channels of Communication and Visibility

The strengths and limitations of each medium should be considered before it is selected. Secondly, messages must be customised to match different media. For example, where there is no visual element, a medium should draw on the imagination of the interaction group/audience and let them create their own vision. Where a visual element is available, it should be used in a compelling way. Below is a table illustrating advantages and disadvantages of various media/channels.

Table of Communication Channels, Advantages and Disadvantages

CHANNEL	ADVANTAGES	DISADVANTAGES	EXAMPLES
Inter-Personal Channels: These focus on either one-to-one or one-to-group communication. One-to-one channels include peer-to-peer, spouse-to-spouse, etc. An example of one-to-group	a) Direct and personal. b) Feed-back is spontaneous, immediate and of high quality since communicators	a) Often not formal and authoritative. b) Message can easily be distorted in informal communication.	a) Staff meetings. b) Community meetings/dialogues. c) Policy level meetings. d) Group discussions. e) Public lectures.



CHANNEL	ADVANTAGES	DISADVANTAGES	EXAMPLES
communication may be a community-based outreach such as a meeting, story-telling, etc. Inter-personal channels use verbal and – non-verbal communication.	<ul style="list-style-type: none"> c) The roles of speaker and listener are freely exchanged, which guarantees a two-way flow of information. 		<ul style="list-style-type: none"> f) Public dialogues. g) Presentations. h) Keynote addresses.
Community-Oriented Channels: These focus on spreading information through existing social networks such as family, friendship or drinking groups, professional and work groups, etc.	<ul style="list-style-type: none"> a) Effective when dealing with social and community norms. b) There is opportunity for members to reinforce one another's decisions and behavior. c) They often conform to the world view, values and logic systems of the community of which they are a part. d) They are low-cost, low (almost zero) technology. 	<ul style="list-style-type: none"> a) Hard to recognize by the outsider (needs cross-cultural skills) to control. b) Can be manipulated by community leaders. c) Can appear to be old-fashioned to some. 	<ul style="list-style-type: none"> a) Small-holder farmer groups. b) Village farmer associations. c) Women's groups. d) Youth groups. e) School agriculture clubs.
Mass Media Channels: Reach large audiences simultaneously.	<ul style="list-style-type: none"> a) Reach even the most isolated locations, e.g. radio, Internet, mobile phones. b) The radio is particularly effective at agenda-setting, giving the public issues to think about in their lives. 	<ul style="list-style-type: none"> a) Prone to being poorly targeted. b) Cost of equipment and production relatively high. c) Many require specialists. 	<p><u>Mainstream:</u></p> <ul style="list-style-type: none"> a) Television. b) Radio. c) Magazines. d) Newspapers. e) Outdoor or transit boards. f) The Internet. <p><u>Non-Mainstream:</u></p> <ul style="list-style-type: none"> a) Organizational newsletter. b) Fliers. c) Fact-sheets. d) Posters. e) Memos. f) Letters. g) Briefing papers. h) Wall calendars. i) Branded promotional materials: umbrellas, T-Shirts, desk-top diaries, business cards, wall calendars, key rings, car-stickers, coffee mugs, etc.

Communicative Elements



All media materials have communicative elements or a mix of communicative elements. To maximize impact, we need to select those media with the most communicative elements for a particular group to be reach. Here are four of the main communicative elements, how they can help and some of the media, which are are most suitable to use to capture them:

- a) Narrative Element: stories are a good way to interest people in a topic and to raise issues that people might otherwise reject. Media that are good at telling a story include speech, song, drama, recorded messages, etc.
- b) Visual Element: pictures and graphics interest people and can help them to better understand what is being presented. By “seeing” the topic, people learn faster. This is particularly true of low-literacy communities such as agro-pastoralists. Examples of media with visual elements are flip-charts, posters, hand-bills, video and television.
- c) Teaching Element: we need to use media that can help us give a lot of information such as in teaching. All media carry information. But some carry more information more easily than others. Examples of these are demonstrations, text-books, radio and TV magazines.
- d) Retentive Element: these are media which help people to remember messages and which act as a reminder in the future. Such media have a strong retentive element and include song and music, text-books, recorded messages, etc.

Brochures, Pamphlets, flyers, Leaflets and other Printed Materials

The Communication and Visibility Work-Plan 2017 -2019 2013 highlights the development and production of print materials. However, we will and need different categories of print materials for different projects groups such as the general public and food security champions. The contents should necessarily be focused on each group with their information and communication needs with regards to the particular Project. I will only concentrate on the brochure in this presentation. But the points made are equally relevant for a pamphlet, flyer, leaflet, booklet, etc.

The Brochure

If well-written and designed, a brochure is an effective way to provide information that a recipient can keep. It can explain a problem and provide a solution in a way that the reader can understand through body text and visual aids. A good brochure should be interesting, believable and make several key points, including a call to action supporting with strong copy. Graphics should relate to the copy, either pictorially or as a graphic design. The copy should be benefit-oriented and long enough to tell the story, but not so long that the reader gets bored and loses



interest. Both copy and visuals should take into account the reading ability of the intended interaction group/audience and should contain reference about who to contact in case of further information required.

As a main information document, the brochure should appeal to intended recipients, be compatible with other programme elements and support the overall communication strategy.

There are generally three elements of brochure materials development and they include:

- a) Copy/Text
- b) Design and
- c) Layout.

Copy/Text

Copy refers to the text or words in print or other materials. It is any form of words/text in a message or advert. It is usually broken down into and made up of the headline, sub-headline, slogan/kicker and sometimes quotes. A slogan is important for catching attention. MTN's "Everywhere you go" is a good example of a campaign slogan. The slogan should align to the project overall goal, which in the case of EU-funded projects is improved food security and incomes for farming families. We need to come up with a slogan for each project such as "Improving Food Security and Income." This should be placed immediately below the EU logo as a caption.

In addition to the above design elements of print materials, one needs to consider the following issues:

- a) Branding, ownership and use of materials developed.
- b) Supplies, equipment and budgets.
- c) Storage and transportation of materials.
- d) Promotion and distribution plan.
- e) Production quantities.
- f) Pre-testing of materials.
- g) Language and translation to reach diverse groups.
- h) Campaign monitoring, supervision and evaluation.

In addition to the above, it is important to take note of the following:

- a) Does the material command attention? Attractiveness of the design?
- b) Does it cater to the heart and head? appeal
- c) Is it consistent with the overall design?
- d) Is the choice of colours appropriate to the message being delivered?
- e) Is the picture(s) appropriate to the message/campaign?



- f) Is the design simple and clear?
- g) Does the designer use contrast to create emphasis of some sort?
- h) How is the key message in the material supported by the various design elements?

The Layout

This refers to the positioning of text, pictures, graphics or any other materials to be included in the brochure. Layout has now been made easier by computer science. The following are considerations to be mindful of with respect to layout:

- a) Is the layout clear, simple?
- b) Does it use a clear type (font) and space?
- c) Is it well organised?
- d) Does it use lots of white space? Spacious?
- e) Does it command attention? Appealing to the eye?
- f) Is it consistent with the overall lay-out?

Pre-Testing

Pre-testing is a way of finding out, from some members of the interaction groups/target audiences, how to improve the preliminary versions of your materials. Pre-testing helps to avoid costly errors by pinpointing problems before the final production and distribution of your materials. It is organized in the following steps:

- a) Design the pre-test methodology.
- b) Select facilitators to pre-test.
- c) Develop pre-test tools.
- d) Prepare materials for pre-test, usually called prototype materials.
- e) Conduct the pre-test.
- f) Analyse findings.
- g) Make necessary revisions.
- h) Re-test, if necessary.

Printing the Brochure

This should be the happy ending. Fortunately, there are today several options from the old-fashioned metal plate to digital printing technologies to choose from. The budget and quality considerations will determine which is best.



Annex 3: Training and Capacity Building

The inclusion of the Technical Assistance component to the EU support to multiple food security and livelihoods projects in South Sudan is a unique, much-awaited foresight. The proposal given here is based on information gathered during the literature review and stakeholder consultations. There are already on-going formal and informal types of training such as the Farmer Field Schools, field visits, demonstrations, etc. These should continue, in addition to induction training for new staff as well as internship training programmes for volunteers and other new entrants.

Due to prevailing the situation in South Sudan and given the fact that women contribute to about 80% of agricultural activities, the training proposal includes gender analysis and mainstreaming into projects. We also include components of resilience and social cohesion given the fragile state in many of the project areas. Communication is the lifeblood that cuts across all human activities and receives a fair share of the proposal as well.

We hereby propose the following trainings relating to communication and visibility:

A. TRAINING OF TRAINERS (TOT)

Conducting Participatory Training Techniques

- 1: Principles of Adult Learning
- 2: Adult Learning Styles
- 3: Experiential Learning
- 4: Training Techniques
- 5: Facilitation Skills
- 6: Assessment of Training Needs
- 7: Writing Learning Objectives
- 8: Designing a Training Session
- 9: Practicum
- 10: Evaluation of Training Events
- 11: Planning Self-Directed Learning
- 12: Reviewing the Training Workshop

B. COMMUNICATION FOR DEVELOPMENT

1. Introduction

- a) What is C4D and how can we distinguish it from institutional communication?
- b) What are the key features of C4D?
- c) What is C4D for?
- d) What tools are available to C4D?
- e) A brief history of communication
- f) How do social media contribute?



2. Integrating Strategic Communication in the Project Cycle

- a) Phase 1: Identification of needs and goals
- b) Phase 2: Strategy design
- c) Phase 3: Implementation
- d) Phase 4: Monitoring and evaluation

3. Best practices in Strategic Communication

- a) Developing messages and materials/media.
- b) Recent C4D experiences in Africa, Asia, and Latin America.
- c) The Rome Consensus, 2006.
- d) Basic structure of a Communication Strategy.
- e) Key questions to build a Communication Strategy.

C. PUBLIC RELATIONS AND MEDIA MANAGEMENT

- 1. Introduction to Public Relations and Media Management.
- 2. The press and why they are important.
- 3. Understanding what makes news.
- 4. News management and getting your messages right.
- 5. Being pro-active by developing your media grip.
- 6. Media tools for getting across your messages:

- a) Policy briefs.
- b) Press briefings.
- c) The press/news conference.
- d) Handling media interviews.
- e) Organising and managing press visits.
- f) Broadcast news.
- g) The photo gallery and photo display.
- h) Etc.

- 7. Special case of the Social/New Media.

D. COMMUNITY ENGAGEMENT

- 1. What is Community Engagement?
- 2. Principles of Community Engagement.
- 3. Community Engagement in the Project Cycle.
- 4. Empowerment for Community Engagement.
- 5. Conflict Sensitivity, Management, Resolution and Social Cohesion.
- 6. Transparency and Social Accountability.
- 7. Handling “Elite Capture” through Community Engagement.



8. Training/Capacity Building for Community Engagement.
9. Monitoring and Evaluation of Community Engagement Activities.
10. Monitoring and Evaluation of Community Engagement Activities.
11. Impact and Sustainability.

E. GENDER AND GENDER ISSUES IN DEVELOPMENT

1. Key Concepts in the Definition of Gender
 2. Gender in development.
 3. Gender analysis and mainstreaming in the Project Cycle.
 4. Gender, Conflict Analysis and Resolution.
 5. Overcoming Gender-Related Barriers in Development.
- Gender Activity Checklist for Assessing Project Strategy.



ANNEX 6 of the Inception report

**Minutes of the initial information meeting on the EU project “Technical Assistance for Increase
Agricultural Production of Smallholder in South Soudan”
(TAIAPS/SS)**

Date: 4 April 2017

Venue: EU Delegation, Juba

Facilitation: Paolo Girlando, EUD

Report by: Cristiano Scaramella, KE2

Rationale: The meeting has been organised for providing information to the Implementing Partners (IPs) on the present contract between the Consortium Agriconsulting Europe SA (AESA) - AESA East Africa - AGRER and the European Commission for the ***Technical assistance for increased agricultural production of smallholders in South Sudan - EuropeAid/137129/DH/SER/SS***, funded by the European Union.

The objectives of the meeting were:

- To present the consortium and the different actors and participants
- To inform the implementing agencies about the different tasks of the consortium
- To present the actual status of the implementing agencies' projects
- To give to the representatives of the IPs the chance to ask specific questions about the monitoring and evaluation activities to be carried out by the project.

Participants:

- Mr Paolo Girlando - EUD
- Mr Charles Yoere Rukusa, Food Security Project Manager, EUD
- Mr Alessandro Paoloni – Backstopping AESA
- Mr Enrico Protomastro - Consortium Project Manager
- Mr Gennaro Volpe - Project Team Leader – KE1
- Mr Cristiano Scaramella - Project Agronomist and Extension Specialist – KE2
- Implementing agencies' representatives (see list in annex)

- Although invited, no representatives of the government participated to the meeting.

Agenda

- The schedule was implemented according to the invitation sent by EUD.

Thursday 4th April 2017

Time	Activity	Speaker
8.30 – 9.00	Arrival of the participants	
9.00 – 9.30	Welcome and introductory speech	Paolo Girlando, EUD



9.30 – 10.00	Session 1: Introduction to EU-financed M&E project <ul style="list-style-type: none"> - Presentation of the consortium - Presentation of the project 	Alessandro Paoloni, AESA Gennaro Volpe, TL
10.00 – 10.15	Coffee break	
10.45 – 12.45	Session 2: Presentation by implementing agencies of the projects' actual status.	1. CONCERN 2. HARD 3. NPA 4. NRC 5. CORDAID 6. ZOA 7. IRC 8. VSF/G 9. WV 10. FAO 11. UNIDO 12. UNOPS
12.45 – 13.00	Session 3: Closing words	Paolo Girlando, EUD
13.00 – 14.00	Lunch	

Here below a summary of the contents of the presentations of the IPs. The missing information was not included in the presentation. The missing IPs didn't send their presentation to the TA.

AGENCY	PROJECT TITLE	PERIOD	COVERAGE	PRESENT SITUATION	CHALLENGES
CONCERN	SORUDEV South Sudan Rural Development Smallholders' component in NBeG state	22 nd Dec 2014 – 22 nd Dec 2016	Aweil Centre County: 3 Payams; Aweil North County: 4 Payams Aweil West County: 7 Payams	-Avg HH income, avg HH asset index score, avg number of food groups consumed in targeted HH, % of targeted HH consuming at least 2 meals in the previous 24hours, and % of targeted smallholder female farmers who have received extension service on a decreasing trend - % of targeted smallholder male farmers who have received extension service, % of targeted HH who use ox and donkey ploughs during planting season, % of target farmers that grew more than 1 crop the previous season and % of target farmers that use improved seeds on an increasing trend - increasing yields for groundnuts vs baseline, decreasing for sorghum and simsim	1. Inaccessibility of some locations due to poor infrastructure especially during the rainy season; 2. Hyperinflation affecting programme activities like savings in VSLA as members using income mostly to buy food. Cost of business is very high. 3. Low production due to change in rainfall pattern, farmers adjusting to this fact slowly. 4. Insecurity in neighbouring states and disturbance's along major trade routes this affected the market system presenting challenges with procurement of project goods. 5. Creation of 28 states leading to fragmentation of local administrative units within the geographical coverage and frequent changes in local leadership
CONCERN	FSTP Improved food security, livelihoods and resilience for vulnerable target populations in Northern Bahr el Ghazal, South Sudan	22 nd Dec 2014 – 22 nd Dec 2016	Aweil Centre County: 4 Payams; Aweil North County: 3 Payams and Aweil West County	- Negative trend of indicators vs baseline for R1 - Positive trends for R2 (except for the income of male HH) - Success of R3 activities	1. Inaccessibility of some locations due to poor infrastructure especially during the rainy season; 2. Hyper inflation affecting programme activities like savings in VSLA as members using income mostly to buy food. Cost of business is very high. 3. Low production due to change in rainfall pattern, farmers adjusting to this fact



					<p>slowly.</p> <p>4. Insecurity in neighbouring states and disturbance's along major trade routes this affected the market system presenting challenges with procurement of project goods</p> <p>5. Creation of 28 states leading to fragmentation of local administrative units within the geographical coverage and frequent changes in local leadership.</p>
HARD	SORUDEV Smallholder Food Security and Livelihoods Project	41 months, February 15, 2014 – July 14, 2017 (including 5 months no- cost extension).	The former Western Bahr el Ghazal state, (currently Wau and parts of Lol states).	<p>On overall results:</p> <p><i>Period own production lasts:</i> Declined from 4.16 to 3.9 months.</p> <p><i>Decrease in distress sale of assets:</i> Increased to 35% from 32%.</p> <p><i>Decrease in average monthly expenditure on food:</i> Marginal increase from 328 SSP 108 USD to 13,080 SSP (109 USD).</p> <p><i>Increase in the number of meals per day:</i> 2 meals per day compared to 1.9 meals per day baseline.</p> <p>On agricultural production and income:</p> <p><i>Increase in yields:</i> Sorghum 523 Kg (219% increase), Groundnuts 851 Kg (182% increase), Maize 350 Kg (52% increase).</p> <p><i>Average monthly household income:</i> Decreased from 571 SSP (189 USD) to 15,278 (169 USD).</p> <p><i>Proportion of own produce consumed:</i> Increased from 64% to 74%.</p>	<p>1. Insecurity in different parts of project area led to displacement of communities and disruption of project activities.</p> <p>2. Below normal and erratic rains in 2016 agricultural season impacted on the yields of the crops.</p> <p>3. Inflation estimated at 835% in October 2016 by the Bank of South Sudan undermined purchasing power of the beneficiaries.</p> <p>4. Disruptions of markets and supply chains led to acute shortage of some essential goods in the market.</p> <p>5. Low buy-in of technologies due to (illiteracy, lack of capital and inadequate labour).</p>



The International Rescue Committee UK	PRO-ACT Food Security Thematic Programme Crisis Prevention and Post-Crisis Response Strategy Projects	25/12/2015 24/12/2017	Panyijar County	All expected results towards their realisation, with some lower success on R4	<ol style="list-style-type: none"> WEATHER: 2016 heavy rains resulted in floods that led to impassable roads and destruction of some farms GEO POLITICS: Temporary suspension of activities in Panyijar County in January 2017 due to a political misunderstanding between national government and the local authorities GEO POLITICS: July 2016 violence in Juba interfered with project implementation where IRC was unable to transport cash to the field for project implementation ECONOMIC: Value of the South Sudanese Pound dropped resulting in an increase in operation and program costs
CORDAID	PRO-ACT Food Security Thematic Programme Crisis Prevention and Post-Crisis Response Strategy Projects		Malakal, Fachoda, Panyikang	<p>Inception activities:</p> <p>Selection, appointment and alignment of project staff</p> <p>Logistic arrangements; office means of transport etc.</p> <p>Selection of target areas and target groups</p> <p>Inception workshops</p> <p>Community Managed Disaster Risk Reduction (CMDRR) Training</p> <p>Participatory Disaster Risk Analysis (PDRA)</p> <p>CLAP's community Level Action Plan</p> <p>Now preparing scenario for LRRD in Manyo north, Melut rural</p>	<ol style="list-style-type: none"> 1. Volatile security situation and accessibility 2. Inflation 3. Lot of mines in the targeted area 4. People living in IDPs / host communities are forced to move to PoCs 5. Relations between different ethnic communities and their political affiliations 6. Security threats 7. Unpredictable rainfall patterns leading to high flooding
UNOPS	ZEAT-BEAD Feeder Roads in support of Trade and Market	56 months	<p>Lot 1 – WBG State</p> <p>Lot 2 – Warrap State</p> <p>Lot 3 – NBG State</p>	Completed, except Lot 4 where the initial sensitization is done and is on hold pending amendment	<ol style="list-style-type: none"> 1. Tax Exemption process; 2. Creation of more States and Counties; 3. Frequent changes of local leadership; 4. EUR - US\$ Currency Exchange Loss



	Development in South Sudan		<p>Lot 1.1 Extension</p> <p>Lot 2.1 Extension</p> <p>Lot 4 – Lakes State</p> <ul style="list-style-type: none"> - Supply and delivery of intermediate equipment for road maintenance - 3 market shelters to be built in Kangi, Ayien and Gok Machar 		5. Insecurity in Lot 2
WV	FSTP Improving Food & Nutrition Security For Vulnerable Groups in Warrap State	November 1, 2014 - October 31, 2017	Warrap State	<ul style="list-style-type: none"> - 200 farmers trained (133 female) & 40 VSLA groups mobilized saving more than 100,000 SSP & being used for member loan. - Site selection & selection of core farming problem and self-learning around identified problems. - Side by side comparison of improved farming practise with traditional - All groups received seed through direct local purchase & will receive one ox-plough - 204 HH attended the training & established 5 new FMNR closed sites and rehabilitated the existing 5 FMNR closed sites. 	<ol style="list-style-type: none"> 1. Security concern in some operational area at different time. 2. Make difficult field Monitoring, field technical support & attending training. 3. Affects getting planting materials: Sweet potato & Cassava from West Equatorial or Wau area. 4. General increase in price of goods and service makes increase in operation cost.

























ZOA	PRO-ACT Resilience Recovery for Food and Nutrition Security in [ex] Jonglei State, including [ex] GPAA	1 st January 2016 End: 31 st December 2019	Ex Jonglei state	<ul style="list-style-type: none"> - Hunger gap / lean season (Y1: <4 month) - Staple food production (Y1: 400 kg GE/HH; 230-260 Bor South; 60-100 Gumuruk; 80-170 Pibor) - Storage capacity for staple food (Y1: 500 kg GE/HH ~10 air tide bags @50kg) - Stock of staple food / equivalent in small livestock (Y1: 300 kg GE / HH) - Sources of vitamins and micro-nutrients (Y3: 3 sources / HH year-round) - Sources of proteins (Y3: 2 sources /HH year round) - Stock of quality seed (Y2: 8kg quality grain / HH) - Access to input-financing system (Y2: 25% PGs in VSLA – 14/60 realized) 	<ol style="list-style-type: none"> 1. Climate (onset, intensity, distribution of rain) 2. Community (internal and external conflict) 3. Geo-politics (sphere of influence, power, greed) 4. Remoteness (business, market)
VSF	FSTP Food security through enhancing sustainable agricultural production		Warrap state	<ul style="list-style-type: none"> - 30% increase # of meals /child/day - 67,5% increase in # of children going to school - 80% of young farmer clubs practicing farming at HH level 	
FAO - UNESCO	Enhanced Knowledge and Education for Resilient livelihood pastoralist in South Sudan		Yirol East, Yirol West, Awerial, Rumbek Center & Wulu	<ul style="list-style-type: none"> - DRR mobilization in 11 areas - CMDRR action plans in 11 locations - 20 CAHW identified - Formed 32 PLEFS groups - Implementing partners contracted - VICOPA adaptation to cattle camp - 3 VICOPA Groups formed - 1,618 members (730F) learners undergoing literacy, numeracy & livelihoods sessions - CMC formed - Base line of PLEFS groups collected - Procurement and supply of training materials - Training of 33 CFS - Demographic & Geographic survey 	<ol style="list-style-type: none"> 1. Delayed Demographic and Geographic survey resulted to Extended inception period 2. The unstable security environment and economic situation 3. Access challenges to some target cattle camps 4. Adaptation and integration of the three components (livestock, agriculture and education) requires more time 5. Low level of qualification of teachers and community facilitators



				<ul style="list-style-type: none">- Training & Retraining of 15 County Facilitators- Integrated PLEFS curriculum- Monitoring tool- National and state TWG formed.- Exposure visit to Kenya & Uganda done- 5 TWG Meetings done- M/Bikes handed over to County facilitators	
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ANNEX 7 OF THE INCEPTION REPORT

1. EXTENSION SERVICES SUPPORT ACTIVITIES

1.1. Contract

The contract for providing “Technical assistance for increased agriculture production of smallholders in South Sudan EuropeAid/137129/DH/SER/SS/” (TAIAPS-SS) has been awarded to the AESA/AESA EA/Agrer consortium. Consequently, two Expert, Gennaro Volpe and Cristiano Scaramella, have been in charge for the implementation of this assignment.

1.2. Background

The EUD portfolio for SURODEV, FSTP, PRO-ACT and ZEAT-BEAD programmes is composed by a total of 14 projects, under the responsibility of the EU Delegation in Juba . The TA KE2 Cristiano Scaramella is in charge as Extensions expert under the supervision of the Team Leader Gennaro Volpe to support the EUD SS in Juba.

1.3. Objectives of the Assignment

○ *Objective*

To provide technical support and advisory extension services for the effective programming, implementation, monitoring, evaluation and coordination of past, ongoing and future EU funded actions within the EUD framework.

○ *Specific tasks as per ToR*

KE2, in close collaboration with the team Leader and the EU Programme Managers in charge of the Programmes in South Sudan, will undertake the following tasks:

- Programming and supervising the implementation of past, ongoing and future actions, particularly for the agricultural extension service monitoring and evaluation.
- Technical support and advisory services to NGOs and other partners in supporting the best implementation of extension services in agriculture. Technical support and advisory services for the effective coordination of the extension service among all the EU funded programmes in the rural development and food security sector in South Sudan (such as PRO-ACT, , SORUDEV, FSTP, ZEAT-BEAD and future programmes), including coordination with sector leaders, government institutions, other donors and programmes (such FAO and other UN agencies, USAID, DG-ECHO).
- Support the implementing partners during the whole implementation period, in monthly review of planning activities and reporting of technical advisory activities undertaken by the relevant Programme Managers in charge in South Sudan.

The main outcomes of this assignment will be:

- Maintained a collaborative relationship with all EUD partners in Juba and provided technical advice and support in the general management of their EUD grants with special attention for the extension service provided by partners.
- Maintained good information flow with the EU Delegation in Juba in order to alleviate the challenges faced with specific project/activities/partners.
- Implemented field monitoring and evaluation missions of EU grant projects throughout South Sudan.



- Monitoring and evaluation of the ongoing extension service provided by the IPs to the beneficiaries
- Organised & facilitated workshops, including on Exchange of Lessons Learnt from EUD projects
- Provided guidance and technical advice to EUD partners on how to improve quality in reporting and general project management and documentation
- Contribute to maintain an updated project database and list of contact points among the partner NGOs
- Attended the Food Security & Livelihoods cluster meetings when in Juba in relation to the general approach of the international actors on the technical service given to the beneficiaries.
- Provided information and support to the EU Delegation in Juba when requested

2. EXECUTIVE SUMMARY AND RECOMMENDATIONS

- During the three months of inception period, the TA had the opportunities to visit in Juba all representatives and persons responsible for the projects funded.
- Field visit for monitoring and evaluation are foreseen after the inception report. The calendar will be shared within actors.
- The TA must play the role of main contact between the EUD and the actors involved. Its role is to support the Delegations by screening and solving simple issues, providing guidance to the projects and inform partners about compliance with EU procedures.
- During the assignment, the TA's role is to monitor projects in the field with special view to the extension services in collaboration with the project team on the ground to review progress in implementation, identify strengths and weaknesses of projects and make recommendations to improve project delivery and record lessons learned.
- The lack of presence of any TA during the last 15 months had a negative impact on projects results, quality and monitoring. Also the activities of agricultural extension must be evaluated in the light of the last project's result and confronted with the different extension systems adopted by the IPs.
- In the beginning of 2016 the previous TA together with some INGO, prepared an extension guide that has been adopted by some EUD partners.

Main activities

- Disseminate other exemplars of the training extension guides produced under SURODEV programme.
- Produce new guides for new drought resistant varieties, donkeys plough, seed multiplication, pest control, conservation agriculture, value chains. The new guides will be validated and produced in close collaboration with all actors (INGO, LINGO, relevant GoSS Ministries) and its utilisation monitored during the field visits.
- Increase and support the dialog, sharing of experience with all the actors.
- Meet the NALEP strategies.
- Adapted common strategies, in term of extension, should be created between the PMCU, all EU IP's and the other concerned actors the general national strategies of extension service are already developed by the NALEP. The UE partners should follow the NALEP indication as well as increase the capacities of local governments to adapt



the NALEP to local situations. The PMCU, by quarterly meetings, should be able to build a common strategy between GoSS by the NALEP, EU and the IPs that are working at states level.

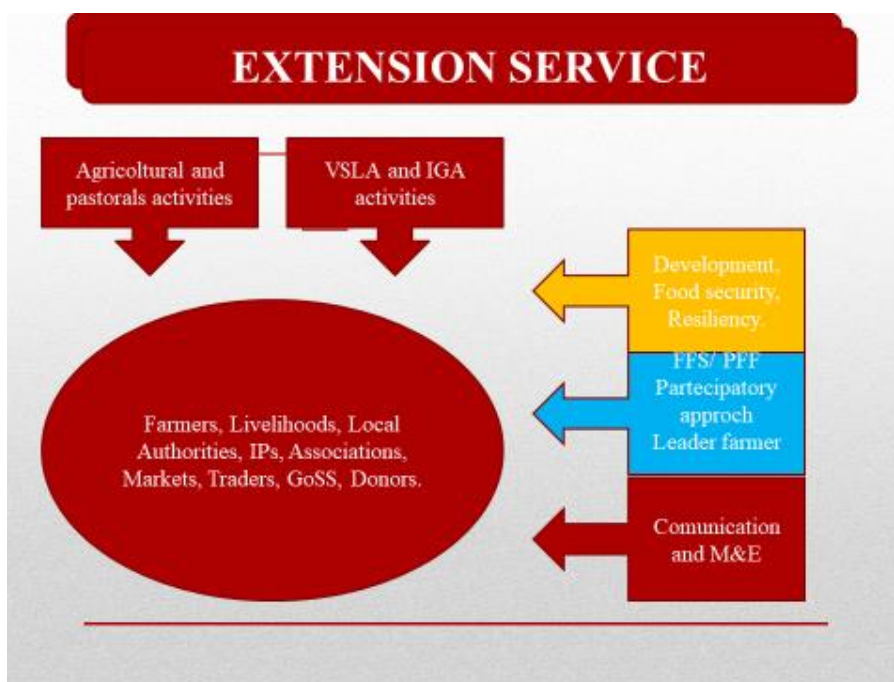
- As per NALEP (2011) FFS have been introduced as promising approach, but also indicates other extension systems that could be adopted (i.e. Farmer leader, participatory groups, etc.) In the extension guides produced under SURODEV (2014), the FFS method is considered. The EU IPs has mostly used FFS, Farmer leader and participatory approach.
- Introduce the concepts of social cohesion.
- Increase the seed multiplication service.
- Introduction the adoption of new short term crops and varieties in order to increase resiliency.
- Increase the resilience capacity building among stakeholders and local authorities.
- Increase the VSLA and IGA support.
- Reporting format: reports need to be reviewed to describe more on achievements and encourage partners to provide more qualitative data reflecting behaviour changes.
- TA to implement workshops to enhance capacity of the partners, especially compliance with extension, EU procedures, M&E frameworks and data collection, management skills
- Design of projects' needs to be focused and simplified. To maximise impact, EU to encourage quality in delivery rather than quantity in number of beneficiaries.
- Sustainability of activities needs to be strengthened and addressed from the beginning in the implementation of projects.
- The local NGOs and local authorities should play a more active role to insure sustainability.
- Organising the missions of work of two agricultural extension experts, one FFS expert and a Social cohesion expert as part of support of the project.
- There is a need to focus deeper on existing research centres/facilities development. Research centres/ facilities are essential to improve productivity and quality along the value chain (soil analysis, testing seeds, introduction of new crops, innovative and sustainable cropping practices, varieties trials, new technological packages, post-harvest best practices, quality control and traceability for seeds and planting material, etc.). There is land available for this purpose within the Counties
- The EU projects reach a limited number of farmers (estimated less than 10% of the total farmers' population and not all the Payams are covered. While it is not expected that extension network would reach directly 100% of the farmers, the PMCU and partners could study ways to use community extension agents to increase the coverage.
- There is a need to review the seed sector, in order to understand local planting strategies and scope for improvements
- Considering the enormous potential from fruit productions and marketing, fruit tree demo-orchards and nurseries of good quality marketable varieties should be



established in the available demonstration farms for distribution to farming communities

- A strategy for broadcasting information to farmers in remote areas (i.e. radio extension programmes with extension messages) is necessary
- There is a need to study ways and means to involve women and young people in sustainable and innovative agriculture practices
- There is a need to expand the standard extension manual to local languages, tailoring extension agents and farmers, with pictorial training, including business guidelines for cash/subsistence crops.
- There is a need to identify ways and means to involve the private sector in a cooperative extension network. The existing formal extension network is constituted either by State or NGO paid agents
- GoSS needs for additional capacity building in the form of training, refresher courses, study visits
- Extension methodologies, involving farmers: This concerns the “Lead farmer” approach versus the Farmer Field Schools (FFS). Critics of the FFS say that they can only function if they are spontaneously formed and very homogeneous. A combination of the two could be possible with a Lead farmer identified into each FFS

3. Stages in programme planning



Whatever particular procedures for programme planning are laid down by the extension organization, five distinct stages can be identified: a) analysis of the present situation; b) Setting objectives for the extension programme; c) develop the programme by identifying what needs to be done to achieve the objectives and prepare a work plan; d) implement the programme by putting the work plan into effect; e) evaluate the programme and its achievements as a basis for planning future programmes.



3.1 Analyse the present, current and future situation.

During the first period of 3 months, the "inception period", a partial assessment of IPs were made.

From these meetings with IPs and authorities, whatever the method used for extension, some considerations are evident: lack of the government ability to sustain over the time the extension technical service, lack of logistical capacities (offices, cars, motorcycles, fuel, etc.) coupled with a constant problem of salaries completely reduces the capacity of the national extension service. Security remains a huge problem for the sustainability of the extension activities of some INGO partners. Not all the IPs have clear strategies for the extension service, neither in proposing nor adopting sustainable solutions.

This must be followed up and verified by visits in the field, meetings with actors, beneficiaries and local and traditional authorities.

3.2 Set objectives for the extension programme.

The objective is to increase the capacity of the IPs, with respect to the services of extension. Increase the dialog between the IPs and the GoSS, increase social cohesion among the beneficiaries. Monitoring in the field the utilization of the SURODEV Guides, and update them if the case. Provide alternative guides for extension (i.e. Farmer leader, participatory approach, demo plots, field days, etc.)

3.3 Develop the programme by identifying what needs to be done to achieve the objectives, and then prepare a work plan with the IPs during the field visits.

3.4 Implement the programme by putting the work plan into effect.

3.5 Evaluate the programme and achievements as a basis for planning future proposals.

3.6 Select Extension expert NKE

4 Activities to be carried out and results

4.1 Selection and deployment of extension expert short-term.

4.2-Collection of data and facts from Stakeholder (that in part has been done during the inception phase). It will be followed for the second phase by intensive field visits for monitoring and evaluation. The field visits should be organised in collaboration with the M&E STE and in accordance with the activities chronogram in Annex 1.

Expected results:

M&E of the extension system implemented / Monitor reports produces

Comparative study of the extension approaches report produced.

4.3 All the implementing partners provided with related document and strategies about the extension activities: methodologies, implementation and results, while supporting the TA's field missions.

Expected Results:

Review the supporting documents in order to evaluate the activities as well as evaluate new needs in term of field manuals.

4.4 Meetings with relevant officials of MoA, that in part have been done but need a continue sharing of information at Juba level and as much as possible meetings with relevant states ministries' level.



Expected results

The relevant ministries' officials are updated on project activities progress and are informed about the monitoring of the extension service.

These activities will be done during the quarterly meetings

4.5 Organising and undertaking fields visits in order to evaluate and monitor the implemented activities and the methodologies used. The field visits' dates will be proposed based on the availability of the IPs and the closing dates of the grant as per Annex 1.

Expected Results

Evaluation of methodologies proposed by IPs. Supporting the IPs in improving the activities carried out and analysing/proposing other extension service methodologies.

Source of verification: mission Reports

4.6 Analysing facts: after the first analysis a mission reports will be provided and discussed with the IPs and EUD managers.

Expected results

The mission report will be circulated among stakeholders and comments received and discussed. Final version discussed during the quarterly meetings.

4.7 Identify problems and potential solutions in collaboration with the IPs. At least 16 participatory meetings following the M&E field visit calendar will be organised with the stakeholders, in concomitance with the M&E NKE missions.

Expected results

This activity aims to achieve same logic of the interventions according to the political and economic situation of SS and local states realities.

4.8A detailed comparative study of the extension approaches currently being implemented could be useful in order to better assess their respective strengths and weaknesses and recommend a future strategy

Expected results

Comparative study of the extension approaches report produced

4.9

Continuous involvement, facilitation and capacity building for the GoSS officials at State and County level

Expected results

The involvement and the capacity building of GoSS improved.

4.10

NGOs and the GoSS officials at State and County coordinated in order to strengthen the existing network of Community extension agents and their linkages

Expected results

Reinforced methodology and existing network of Community extension agents is embedded in the Actions of IPs and implemented



4.11

Identify and develop few successful models to be advertised

Expected results

In accordance with NALEP policy extension model will be advertised and shared with stakeholders. Further data will constitute section of general data base.

4.12 Capitalization and sharing of knowledge related to the implementation of the project related to the extension

Expected results

Consensus promoted on priority knowledge base products/ technological packages to be produced and disseminated;

Before the end of the project, handing over the extension database and the multimedia library to a relevant regional GoSS institution or a research centre, foundation or university that can guarantee continuity, and further development.



Extension work plan

Output/Activity	2017				2018												2019											
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct		
4.1 Select Extension expert NKE and deployment																												
4.2-Collection of data and facts from Stakeholder																												
Activity 4.3 All the implementing partners provided with related document																												
4.4 Meetings with relevant officials of MoA,																												
4.5 Organising and undertaking fields visits																												
4.6 Identify problems and potential solutions																												
4.7 Continuous involvement																												
4.10 NGOs and the GoSS officials at State and County coordinated																												
4.9 Identify a models																												
4.10 Capitalization and sharing																												
4.11 Ext																												
4.11 Soc cho																												
4.11 Val chain																												

4.11. Additional Expertise.

The following short-term experts will be included in the activities producing specialised studies:

Extension expert on January 2018;

Social cohesion expert on March 2018;

Value chain on February 2019.