

TECHNICAL AND ADMINISTRATIVE PROVISIONS

BENEFICIARY COUNTRY / REGION	Republic of South Sudan		
REQUESTING AUTHORITY	European Commission		
BUDGET HEADING	Council Decision No. 2011/315/EU		
TITLE	Improved Food Security and Income for Rural Smallholders ZEAT-BEAD		
TOTAL COST	EUR 80,000,000 EDF Contribution		
AID METHOD/ MANAGEMENT MODE	<p>Project Approach</p> <p>Direct centralised management: grants – call for proposal procurement of services</p> <p>Indirect centralised management with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)</p> <p>Joint management with the Food and Agriculture Organisation (FAO), the United Nations Office for Project Services (UNOPS), and the United Nations Industrial Development Organisation (UNIDO)</p>		
DAC-CODE	31120	SECTOR	Agricultural Development

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1. DESCRIPTION

In line with the prevailing orientations in current policy formulations and development, this project aims to improve the productivity of smallholders and expand the possibilities for income generation by adding value and securing a stronger position in the value chain, whilst supporting the establishment of Public-Private Partnerships, enhanced levels of literacy and the creation of an enabling environment for trade and economic development.

Some of the targets aim to include an average sorghum yield of 1200 kg/ha and reduced calf mortality from 40% to 20% (in the absence of negative shocks). This is expected to shorten the duration of the hunger gap, particularly for the most vulnerable households. Improved life skills, such as enhanced levels of literacy and numeracy across all age groups within the targeted population, are also anticipated.

The programme will build the capacity of the Government into an efficient, monitoring, regulating and service oriented institution, it will increase smallholders' productivity by providing purchasing power (vouchers) for crop and livestock inputs and access to quality extension services, it will allow smallholders to benefit more from their produce by enhanced value addition and value chain development and it will construct roads to increase marketing volumes and increase accessibility of producing areas. .

A logical framework is enclosed as appendix 1. It may be updated or adapted without an amendment to the Financing Agreement as long as these modifications do not change the objectives of the project.

1.1. Objectives

The Overall Objective is to contribute to improved food security and income of the population of the Republic of South Sudan. The Project Purpose is defined as "Improved Food Security and Income for Rural Smallholders".

More than 80% of poor households depend on agriculture. Studies have proven that the most vulnerable and the most food insecure of the rural households spend more than 65% of expenditure on the purchase of cereals¹, in order to fulfil household consumption needs. This often leads to the sale of productive assets such as livestock and, once depleted, to more detrimental coping strategies, malnutrition and hunger. Household food security is a responsibility that lies mainly on the shoulders of the women, who also manage the family grain store. Labour is a limiting factor, especially in Internally Displaced Populations and female-headed households, and cultivated plots in vulnerable households are small. The average yield levels of all crops, and most particularly sorghum, is low, with a 5-year average of 820 kg/ha. The presence of striga and other pests are an indication of poor soil fertility. Practices such as slash and burn put an increasing pressure on the natural resources, which also suffer from deforestation, overgrazing and erosion. Increasing productivity of crops (yield/ha) will therefore have a beneficial effect on both household food security (specifically of the most food insecure) and on the sustainable use of natural resources. Increased productivity of animal resources will allow the household to reduce vulnerability and further enhance income generating opportunities. Increased levels of both literacy and enrolment in formal education will ensure a more informed, and hence a more productive, participation by smallholder producers in the future development of the Republic of South Sudan.

Good governance will also be addressed by the programme, by strengthening the relevant State Ministries to create an enabling environment for both primary producers and public private partnerships (PPP) alike.

1.2. Expected results

The project has five main results.

- a) **Support provided to formulation of national policies and capacities of Central and State Governments enhanced**

¹ CFSAM, 2013

The ultimate backbone of sustainable and successful development in South Sudan is the *competence of the organizations of public administration at national, state and county levels*. With the national level as the nation's policy and standards setting centre, actual development on the ground is executed at state and county level with an important role played by non-governmental actors.

The private sector, whether non-profit or profit, requires a regulating framework in order to contribute to sustainable development. Despite existing policies, the public administration is still insufficiently ensuring this regulatory role, which should be strengthened both at national level, in terms of defining policy and standards, and at decentralized level for their implementation. The quality of county level public administration depends on the competence at state level public administration. At all levels, competence and structure need to be urgently strengthened.

This result will be achieved by pursuing the following strategies: (1) enhancing Sector coordination capacities of the Government through a support to the Natural Resources Sector Working Group (NRSWG), (2) provide support at the national level for the elaboration of specific policies and standards, (3) provide support to the relevant State ministries in 4 States in the GBG area for the implementation of policies and standards and monitoring and evaluation of on-going programmes, (4) provide support to the private based extension services, and (5) provide overall coordination for the 5 components under this action.

The technical assistance to be contracted (service contract) under this component will be responsible for the implementation of the first 3 activities and for the overall coordination (activity number 5), while the FAO will manage activity number 4.

b) Supply of agricultural and livestock inputs and services expanded on a sustainable basis

Provision of agriculture inputs to farmers from the private sector is at a nascent stage, but its further growth is heavily undermined by free support doled out by non-governmental organisations (NGOs). The strategy focuses on a transition from an unsustainable heavily subsidized approach to a more sustainable and diversified system of inputs provision.

Subject to policy guidance to be elaborated under component 1, this component will seek to develop the capacity of the private sector in inputs seed and tools systems based extension, and provision of veterinary care (as part of the National Agriculture and Livestock Extension Policy - NALEP). The purchase power of farmers will be enhanced through the use of a voucher based system which will also act as a catalyst for the supply chain of agro inputs to develop.

c) Enhanced local value addition and strengthened Value Chains

A more profit-oriented mindset of farmers and livestock keepers can be achieved by reproducing existing or identifying new opportunities of value addition. This result will be achieved in a two pronged approach. Large infrastructure will be constructed to be managed under Public Private Partnership, and individual farmers and entrepreneurs will be supported to increase value addition.

d) Improved basic technical, literacy and numeracy skills among smallholder families and community members in agro-pastoralist settings

Component 4 will build on the successful experiences of the Farmer/Pastoralist Field Schools (F/PFS) developed by FAO, already adopted by Ministry of Animal Resources and Fisheries, and on the Pastoralist Education Programme (PEP) currently implemented by the Ministry of General Education and Instruction (MoGEI) to promote a holistic intervention in Agro-Pastoralist communities. FAO as leading agency, UNESCO and other implementing partners will be using the combined F/PFS approach to pursue participatory learning to achieve skill trainings, education and literacy targets among the pastoral population and build sustainable livelihoods.

Two key strategies will be pursued to achieve the result:

1. Diversify and enhance livelihoods and income sources among the target communities² through F/PFS approach, leading to an increased resilience to natural disasters and shocks.
2. Increase access to education and literacy programs through innovative learning modalities that provides quality and relevant education opportunities and allows participation by agro-pastoral communities.

e) Increased trade and marketing volumes

Large parts of the economically productive areas in the country are isolated from markets and are vastly underutilized. Furthermore, most of the rural population has no access to markets during the rainy season, which lasts up to seven months in some places.

This result will improve rural livelihoods and will be achieved by providing sustainable access to agricultural markets using appropriately engineered infrastructure approaches. The strategy to address the poor connection between agriculture production areas and markets is to construct approximately 280 km of feeder roads and to build the capacity of the state government and local contractors to plan and conduct road maintenance.

1.3. Activities and implementation timetable

The five main results will each be addressed by a separate project component. The key activities to be undertaken under each result/component are the following:

a) Support provided to formulation of national policies and capacities of Central and State Governments enhanced

i. Enhancing Sector coordination capacities of the Government through support to the NRSWG

- a) A Technical Secretariat in support of the Natural Resources Sector Working Group³ will be established. This will be housed within the Ministry of Agriculture, Forestry, Cooperatives and Rural Development (MAFCRD). The Secretariat will be responsible to strengthen effective sector coordination and program/policy review and reform, for the monitoring and evaluation of the ZEAT BEAD, and harmonization of the latter with other programmes. The Technical Secretariat will in particular ensure overall coordination between the different components of ZEAT-BEAD, and alignment with existing policies; it will also guide the definition of principles and criteria for private sector participation in agriculture extension services and PPP.

ii. Provide support at the national level for the elaboration of specific policies and standards

- a) Capacity building to a small core of staff at national level: following up on work started by the Sudan Production Capacity Recovery Programme (SPCRP) and public policies, relevant departments will be supported to better define their roles and responsibilities, including if necessary, the definition of individual job descriptions and required qualifications. Initiatives will be undertaken in order to identify an interdepartmental and interdisciplinary team able to continue performing the activities described below after the conclusion of the Programme.

² The target communities are 15 communities in Lakes State with possible inclusion of communities from an additional Greater Bahr el Ghazal State; the programme is expecting to reach up to 10.000 community members, 30% women and girls.

³ The overall goal of the NRSWG is to coordinate, harmonise and align financial and technical support with the South Sudan Development Plan (SSDP) and to avoid duplication and parallel processes during the planning and implementation of Natural Resource sector programmes. The NRSWG also assists targeted policy, planning, financial budgeting, monitoring and evaluation capacity building in Spending Agencies and Development Partners.

- b) Development of National Laws, rules and regulations: national specific policies regulating the role of the private sector in agriculture extension and modalities of PPP in value addition, land tenure, including the establishment of appropriate standards for licensing, accreditation, curriculum development, and management modalities will be developed in collaboration with the relevant working groups led by the MAFCRD. The Technical Assistance will track the circuit of the above mentioned policy and legal initiatives, providing the necessary backstopping, in order to support their enforcement by the Government. Different communication strategies will be applied in order to inform the general population of the existing rules and regulations.
- c) Effective planning and monitoring: the core team mentioned above will be further enabled and supported to regularise, supervise and monitor the on-going activities.

Special monitoring tools will be built with international networks to facilitate early warning and appropriate actions. Livestock and crop disease surveillance will be specifically addressed; linkages and synergies with other programmes (Comprehensive Agriculture Master Plan –CAMP, the EU-funded South Sudan Rural Development Programme – SORUDEV, the UK-funded Urban Food Security, Livelihoods and Markets Programme – UFSLM-, and the UK-funded Building Resilience through Asset Creation and Enhancement – BRACE) will be created. In particular a close link with the EU-funded Agricultural Food Information System for Decision Making (AFIS) will be established to feed in and extract information also with respect to Early Warning Mechanisms such as Crop Assessments, Disease Surveillance and Livestock Movements. Information will be disseminated through National and State radio stations to inform civilians of a range of issues, from approved policies and acts, on-going vaccination campaigns to weather forecasts or flood and pests warnings.

From a more strategic perspective, an Advisory Committee regularly meeting at National level, involving relevant National and State Ministries, and endorsing strategic decisions, will enhance programme's ownership, visibility and alignment with national policies.

iii. Provide support to the State ministries in 4 States in the GBG area for the implementation of policies and standards and monitoring and evaluation of on-going programmes

- a) Capacity building to a small core of staff at State level: a Group of Core Staff will be selected after an Institutional and capacity building Assessment in order to create an interdepartmental and interdisciplinary team able to continue perform the activities described below after the conclusion of the Programme. The activities undertaken will be similar to those that will be undertaken for the provision of capacity building to the small core of staff at National level (as depicted above).
- b) Development of State laws, rules and regulations: local legislation will also be developed and enforced, especially with respect to natural resource management, land ownership and other fields related to agricultural development and trade. Support will be provided in order to further develop the state detailed policy framework, including the establishment of appropriate standards for licensing, accreditation, curricula development, and management modalities, and in order to increase the capacities of the Government in overall Sector Coordination. Local level Coordinating Committees, will be established and will be involved in monitoring and supporting the subsidy programme under component 2, and the initiatives in value addition under component 3.
- c) Planning and implementing extension programmes: guided by the NALEP, coordinated by the Technical Secretariat and supported by small core staff, extension departments will follow a participatory approach and will consult with smallholders to identify priorities for the yearly extension programmes at national level. This will be followed by consultations at both county and State level. The extension calendars (for both crops and livestock) will be developed at State level and inputs to accompany the campaign will be identified. The implementation of the extension services will then be contracted out to the private certified extension agents in accordance with Performance-Based Financing (PBF) modalities. It will be linked with the Farmers and Pastoralist

Field Schools (F/PFS) established under Component 2. The latter will provide funding to allow a number of extension agents to generate approximately half of their income in this manner, with the other half earned through the sale of inputs (see also component 2). The Agricultural Research System will be assessed and supporting measures, such as preparation of an agricultural research plan and a seed multiplication plan, will be defined at state level. Linkages with the extension services providers will be strengthened, and contacts with the Agricultural Research System at National level will be strengthened.

iv. Support to the private based extension services

- a) Licensing, accrediting and curricula definition for Private operators in Agriculture extensions: private extension agents, whether operating for the non-profit organizations or collaborating with agro-dealers, veterinaries and veterinary pharmacies will be licensed following defined curricula and scrutinized. Government lead extension services, at Central and State level, will be guided to monitor and orient the private based extension services.

v. Overall coordination of the five components

The Technical Assistance will also support the coordination of all five components of the programme, under the overall guidance of the principles and standards set at national level, in close liaison with the Technical Secretariat of the Natural Resources Sector Working Group and the Advisory Committee that will be set up to give overall direction to the ZEAT-BEAD.

b) Supply of agricultural and livestock inputs and services expanded on a sustainable basis

In order to initiate a change in mindset to move away from the provision of subsidized inputs – as currently promoted under SORUDEV - towards a more sustainable model of private sector lead extension services, smart subsidies will be provided to render inputs and extension services affordable

This approach will ensure that both agricultural inputs and veterinary drugs are available in a timely manner and that they meet the safety regulations of the Government. A local Coordinating Committee will be set up with the task of monitor and support the subsidy programme.

The main group activities foreseen are:

i. Preparation of detailed plan for subsidy scheme, including monitoring and evaluation

The first step will be the elaboration of a comprehensive State action plan supported by the Local Coordinating Committee and a State group of core staff. The Technical Secretariat in support of the NRSWG will provide the overall guidance and policy orientation to the State group of core staff. The State action plan will describe the detailed implementation strategy to be followed, detailing precisely what the expected results will be each year, which activities will be implemented and how messages will be disseminated. The programme will also liaise closely with the CAMP exercise in order to ensure that the envisaged activities are in line with this Master Plan. It will identify priority areas, guided if possible by CAMP, and provide criteria for the selection of wholesale providers and agro-input retailers in the project area.

ii. Selection, contracting and training of Agro-input dealers

Large wholesale importers will be contracted by FAO to supply the rural retail shops and pharmacies, which will in turn equip the extension agents. Special efforts will be made to ensure competition. Linkages will be built with banks so that assurances can be provided that the wholesalers and retail stores will receive immediate payment upon disbursement of the subsidised items. The capacities of indigenous seed companies in certified seed production will be developed as well as the capacities of local seed traders in business planning and management.

iii. Identification beneficiary and vouchers distribution

A voucher-based system will be implemented locally by NGOs under the management of FAO and the monitoring of the State group core staff and local Coordinating Committee. The State action plan will identify the most appropriate voucher system. Criteria for beneficiary selection will also be developed. It will be ensured that favouring of female-headed households is considered along with other vulnerability criteria.

iv. Enhancing crop and livestock husbandry practices

Through the voucher based system, agro-dealers will be encouraged to provide inputs and advice to smallholders and private extension agents, who in turn will be encouraged to set up demonstration plots next to the stores or with progressive farmers to support the dissemination of technical packages (extension messages) and input distribution (both partially subsidized and non-subsidized). Farmer and Pastoralist Field Schools will be established, and in fishing communities, inputs for fisherfolks can also be included. A voucher based system will also be established for the provision of veterinary care and veterinary supplies to poor households operated through Community Based Animal Health Workers- CBAHWs and redeemed through the established and existing Veterinary pharmacies.

The total amount of subsidy per beneficiary will be part of the initial studies and will depend on the actual costs and the desired commodities. In line with observations of international studies, the duration of the programme will be sufficiently long to allow establishment of the agro-input dealers and their agents and at least initiate a transition and move away from the provision of subsidized inputs – as currently promoted under SORUDEV - towards a more sustainable model of private sector lead extension. To the extent feasible and practical, the beneficiary will be able to choose from a variety of options which may include inputs and services. Extension agents will further be encouraged to provide services such as crop protection and animal care, both of which could also be included in the voucher programme. Agents will also sell inputs and drugs to clients without use of a voucher, thereby hopefully enabling them to complement their own income.

The local Coordinating Committee established at local level, will ensure that different stakeholders, including wholesalers, retailers, transporters, government officials, banks, beneficiaries etc. will be able to coordinate and collaborate for a smooth delivery of inputs to the retail shops and beneficiaries. It will further monitor the proper transparency (accountability) of the implementation of the programme.

The composition of the local Coordinating Committee will include the concerned non-governmental organisations (NGOs), country representatives, relevant line Ministries' representatives, and local (including traditional) authorities.. The target number of beneficiary households of vouchers will be 20,000 (roughly 5,000 per State) in the first year, 40,000 in the second year and 100 000 in the third and fourth year. This constitutes approximately one fifth of all 470,000 households in the four States.

c) Enhanced local value addition and strengthened Value Chains

This component will increase smallholders' potential to add value or receive better prices for their products. As a consequence of the anticipated increase in productivity (combined with efforts under SORUDEV to expand the area under cultivation), it is expected that an increasing amount of saleable surpluses, cash crops and livestock will be sold. The local Coordinating Committee will be involved in identifying, monitoring and supporting the initiatives under this component.

Three groups of activities are foreseen:

i. Public Private Partnership

For larger infrastructures of public interest like **slaughter houses, grain storage facilities, and market infrastructures**, the successful examples of PPP spearheaded by GIZ under the Sudan

Production Capacity Recovery Programme (SPCRP) will be replicated: the infrastructure will be built and handed over to the local authority while a process of identification of a private operators will be concluded. A renewable lease of the public infrastructure to a private operator will be set up where reciprocal benefits will be regulated. Principles like cost effectiveness, efficiency, financial sustainability, public interest and private profit will be particularly subject to regulation.

The selection of initiatives and operators for the PPP will follow local consultations with producers and producer groups, led by the Local Coordinating Committee.

Linked to the establishment of slaughterhouses, the option will be explored to add value to hides and skins, which are currently simply destroyed.

In the case of government owned infrastructures it is imperative that these introduce new or innovative practices and should not compete with already existing private service providers. Special attention should also be given to the possibility of rendering existing structures or investments operational under private management. While a vast number of structures have been built by different donors in recent years, most have failed, largely due to inefficient management. The Aweil rice mill is a good example, having benefited from EU support under the SPCRP programme, and possibilities should be explored to render the mill operational via small investments and to ensure efficient management by a private operator. In such cases, the investment would mainly be in business mentoring, and mediation between all parties involved in order to create a consensus on the different elements of a successful PPP.

ii. Implementation of mobile livelihood markets

For smaller initiatives targeting individuals or groups of farmers– both new and those already existing, such as seed producer groups or former Farmer Field Schools, a simpler approach will be used: value chains that offer the most promising prospects for economic growth and poverty reduction will be identified and mapped and technological capacities at smallholder level will be analysed. Examples are fisheries practices, edible oil value chain, ground nuts processing and milk processing.

Subsequently, low-tech and sustainable measures to improve value addition will be encouraged and good practices disseminated.

This micro-level value chain development will be promoted using a Mobile-Livelihoods-Markets approach, where trainers and their equipment travel from place to place to carry out the training. These "on-site" trainings will focus on skills which can be turned into immediate livelihood improvement and will allow the beneficiary to produce items that are an immediate response to the market needs. The concept of multi-skills training will also be applied as, for example, an entrepreneur targeting the production of oxen carts will require skills in woodworking, metalworking and welding.

iii. Facilitation of Access to financial services

To support the previous two activities streams, basic financial literacy training will be provided to enhance access to finance to acquire productive assets. The exact training provided will depend on the size and location of initiatives: from basic support to village savings and loans group at a smallholder level to training and "coaching" to access formal bank services for progressive farmers and entrepreneurs.

d) Improved basic technical, literacy, and numeracy skills among smallholder families

The F/PFS group approach will be the entry point to provide a comprehensive set of services positively impacting on the livelihood of the target communities. Communities will be mobilized to form F/PFS groups to learn about various pastoral-related technologies through a participatory process. UNESCO will

use these for the development of the education and literacy curricula and learning material tailored to pastoralists and their day-to-day living (e.g., measuring and estimating milk production).

The F/PFS groups will go through a season-long/enterprise cycle training involving testing of various production options to establish good production practices that can be then applied or adopted on a larger scale within the communities. UNESCO will also structure education, literacy and numeracy interventions focusing also on these F/PFS groups where basic education and literacy curriculum can be aligned to the F/PFS learning process or calendar.

The main activities foreseen are:

i. Conduct a geographic and demographic survey of the four states in Greater Bahr el Ghazal during the inception phase of the project (in parallel with a learning assessment in sample communities): the purpose of the survey is to provide evidence for targeted programmatic interventions in delivering basic skills on productive sector, livelihood and literacy programmes through a pastoralist field school approach. Moreover, the study will provide a tested methodology, which will be used during the project, for assessing communities at the inception phase and provide an indication on the geographical areas and the population (disaggregated gender and age cohort) to be reached by the project during wet and dry seasons and at household and cattle camps levels. The survey will be conducted in selected representative areas within the Greater Bahr el-Ghazal cluster (Western Bahr el Ghazal, Northern Bahr el Ghazal, Warrap and Lakes). A learning assessment will run in parallel in sampled agro-pastoralist communities.

ii. Assess and revise available curricula and subsequent revision/development of learning/training materials or additional relevant modules for the different strands (7-10 years old, 11-18 years old and adults): based on the findings of the survey and of the learning assessment, the existing curricula and learning/training materials currently available will be reassessed and adjusted to better respond to communities' needs and priorities. The learning curricula will be developed in consultation with the project partners (State Ministries of Animal Resources and Fisheries and Ministries of General Education and Instruction) and through a wider stakeholder process at the onset of the project.

The development of additional modules for the mainstreaming of relevant cross cutting issues (HIV, gender, climate change and conflict mitigation) in pastoralist field schools will be explored, building also on on-going experiences in the country.

iii. Design and conduct pre-service trainings for PFS facilitators (25), assistant facilitators (30) and teachers: in line with the curricula and the material produced, pre-service trainings and follow up activities will be arranged. Participatory workshops will be organized at state and county levels to identify target communities and participating staff. The staff, selected by the communities, will be trained on the F/PFS methodology to equip them with necessary facilitation skills to guide the enterprise long learning process. Where possible, the same facilitators will be targeted for training as literacy facilitators to ensure that literacy learning is mainstreamed in the F/PFS process and teaching and learning modalities are tailored to the contextual literacy practices, movements, livelihoods and labour demands. They will undergo additional training on teaching methodologies to the different groups. Where not available, due to minimum education requirements, additional facilitators will be identified and trained on delivering education and literacy programs.

iv. Start up and implement in 15 target communities 30 new PFS groups and learning groups for children and adults: the activities of the pastoralist field school groups will focus on supporting the diversification of livelihoods and income sources (perceived as particularly important in drought or disaster prone area) for more resilient income generation as well as improved nutrition. Interventions will be site specific following community dialogues. However possible interventions include training on improved milk hygiene practices and simple milk testing, introduction of hygienic milk equipment such as metal containers. Improvement of local market infrastructures and

collection points such as cooling facilities, market stands, sheds and milk bars will also be supported. The capacity to implement and enhance livelihood of the communities will be the focus of the programme with special consideration for women to enable them to take the lead in improving their own livelihood through better and more efficient use of natural resources, livestock, fisheries and human capital. The merging of technical as well as social development among these communities will be ensured by the pastoralist field school approach. Literacy and numeracy for the youth and adults will be integrated into relevant livelihood and productive sector skills. In the context of the pastoral communities the major source of life identified shall be considered as the major theme of the literacy programme; the programme will facilitate adult learning through the discussions, reflection and action on better use of livelihood economy. Building on the experience of the Pastoralist Education Programme and other successful pastoralist education experiences, and based on the results from the survey on the children literacy practices, two-track cattle camps based learning groups that cater to the needs of the children and girls will be established. Younger children aged 7-10 will form one group to follow the slightly accelerated program while the older children aged 11-18 will follow a more suitable program built on the experience of the Accelerated Learning Programme (currently delivered).

e) Increased trade and marketing volumes

This result is aimed at improving rural livelihoods by providing sustainable access to agricultural markets using appropriately engineered infrastructure approaches. The choice of feeder roads to be rehabilitated will take, as a starting point, the list of priority feeder roads established by State Governments and approved by the Feeder Roads Steering Committee (FRSC). Among these, priority status will be established in the light of complementarities with envisaged value addition activities under result 2 and 3 and implemented in those areas where relevant ECHO and FSTP previous interventions were realised. The final choice of feeder roads location will be submitted to the FRSC for endorsement.

The activities foreseen are:

i. Upgrading to virtually year-round access standards of around 280 km of roads

- a) Roads selection, design and tendering: once the final choice of feeder roads locations are endorsed by the FRSC mentioned above, detailed designs, including technical/feasibility studies, will be carried out by UNOPS in-house team in line with the design standards recommended by the official South Sudan Low Volume Roads manual. After the final design is endorsed by the EU, UNOPS will procure the construction works. The number of Km and costs, based on previous experiences in similar conditions, will be verified by the above mentioned studies.
- b) Roads construction: the execution will be undertaken by competent contractors selected through UNOPS competitive procurement process. Labour-intensive works will be utilised wherever suitable and economically feasible and will thus create employment and income for neighbouring communities.
- c) Roads maintenance: UNOPS will oversee a maintenance programme that commences roughly six months into the second year and will be spread over the course of the project. After the end of the project the state government shall assume maintenance management of the constructed road using the equipment procured with this project's funds. The underlying assumption is that the activities conducted during project implementation under point ii. a) below should have built sufficient capacities within local authorities and private sector to insure proper continuation of maintenance activities. Maintenance activities differ from the Defects Liability Period (DLP) in that the latter focuses on inadequate construction work rather than activities to maintain the existing structures. Thus the maintenance regime can be implemented concurrently with the DLP.

ii. Improving stakeholder capacity (State Ministries of Physical Infrastructure, contractors, communities, labour) to plan and maintain feeder roads

- a) Capacity building of the State Ministries of Physical Infrastructure and local contractors: the State authorities will be further strengthened in their capacity for planning, supervision and contracting construction and maintenance works. A maintenance unit within the State Ministries of Physical Infrastructure will be established. At the end of the project the unit should be able to make road maintenance inventory, costs and prioritise maintenance activities, instruct works (be it through community groups or small/large scale contractors), supervise the works and be able to test for quality control then measure, and pay for the works instructed. The key is to have a pool of trained labour available on site, and for the state Ministry to have the tools to contract out maintenance works to the private sector. UNOPS will train (vocational and on-the-job training) local communities and small contractors and will procure labour based roads maintenance tools for the programme (tractors, pedestrian rollers, hoes, wheelbarrows etc.). The above activities should create the conditions for the Government to be able to procure the necessary maintenance work as well as for local organizations to perform the required maintenance tasks.
- b) Community sensitization and labour intensive support activities: NGO will be contracted by UNOPS to carry out support activities such as: community sensitization, labour intensive mobilization during construction and maintenance periods, etc.. These community based activities will allow a better identification and further development of sustainable road maintenance strategies

The maintenance activities will be closely coordinated with the UK-funded programme FromA2B South Sudan Feeder Roads, which seeks to strengthen the capacities of State Ministries of Physical Infrastructure in planning, coordination and implementation of roads maintenance activities.

UNOPS will implement the activities foreseen for the achievement of this result in accordance with the recently developed South Sudan Low Volume Roads manual.

2. LOCATION AND DURATION

2.1. Location

The programme will be implemented in the four States of Greater Bahr el Ghazal, namely Western Bahr el Ghazal, Northern Bahr el Ghazal, Warrap and Lakes.

It is imperative that the five components work closely together and therefore the first component will also act as the lead component and be responsible for general coordination, in a participatory manner and in close consultation with the relevant stakeholders.

The selected technical assistance under component 1 will deploy a Team Leader, who will be based in the Ministry of Agriculture, Forestry, Animal Resources and Wildlife in Wau, the capital of Bahr el Ghazal as the "hub" for the Technical Assistance to the four States. Wau is centrally located and has traditionally also been the capital of the Greater Bahr el Ghazal area. The team leader will be joined by four State Team Leader Assistants, one in each State, and act as a liaison officer between the States and the other programme components and to provide Technical Assistance to the State Ministers (in some States, a separate Minister for Animal Resources has been appointed so two Ministers exist).

2.2. Duration

The execution period of the Agreement will be as specified in Article 5 of the Special Conditions.

3. IMPLEMENTATION

3.1 Organisational set-up and responsibilities

In order to implement this action, it is foreseen to conclude a Financing Agreement with the partner country, referred to in Council Decision 2011/315/EU of 23 May 2011.

Implementation by the European Commission

The project will be implemented by the European Commission, through the EU Delegation to South Sudan for the following activities:

- Activities (1), (2), (3) and (5) of Result 1 will be implemented in direct centralised management through the awarding of a service contract.
- Activity 3 of Result 3 will be implemented in direct centralized management through a call for proposals that will award grants to NGOs.

All contracts and payments will be made by the Commission on behalf of the Beneficiary.

Implementation by an international organisation

The project will be implemented by FAO with respect to:

- Activity (4) of Result 1, and
- all the activities under Result 2, and
- all the activities under Result 4 will be implemented in joint management with a contribution agreement with FAO in accordance with Article 29 of the Regulation (EC) No 215/2008 on the Financial Regulation applicable to the 10th European Development Fund. FAO has very extensive expertise in South Sudan concerning agricultural extension and institution building of the concerned line ministries, and is already implementing several other interventions which are very strongly related to the activities under this action.

The project will be implemented by UNIDO with respect to:

- Activity (2) of Result 3 will be implemented in joint management with a contribution agreement with UNIDO in accordance with Article 29 of the Regulation (EC) No 215/2008 on the Financial Regulation applicable to the 10th European Development Fund. UNIDO has a track record of value chain development in South Sudan particularly in the Mobile-Livelihoods-Markets approach and has significant regional expertise in the processing of hides and skins, which has significant potential in South Sudan.

The project will be implemented by UNOPS with respect to:

- All the activities under Result 5 will be implemented in joint management with a contribution agreement with UNOPS in accordance with Article 29 of the Regulation (EC) No 215/2008 on the Financial Regulation applicable to the 10th European Development Fund. UNOPS has long standing presence and experience in the provision of capacity building to the Government of South Sudan in the infrastructure sector and in the construction of physical infrastructure; UNOPS advised the Government in the formulation of low volume roads technical standards, and is currently implementing close to USD40 000 000 in feeder road maintenance and construction activities, in support of improvement of rural livelihoods and economic growth. UNOPS therefore provides a distinct added value for the implementation of this result.

Implementation by a delegated body

The project will be implemented by GIZ with respect to:

- Activity (1) of Result 3 will be implemented in indirect centralized management with GIZ. GIZ has significant experience in the area of the action in order to replicate existing Private Public Partnership initiatives.

In due consideration of the principle of ownership, the European Commission reserves its right to change the organisation indicated above or the scope of the delegation, without this necessarily requiring an amendment to the financing agreement. In that case, it shall consult the Beneficiary on this change and notify to it the name of the new organisation and/or the scope of the task(s) delegated to it.

Advisory Committee

An **advisory committee** will be set up to counsel on the overall direction and policy of the programme. This advisory committee will be chaired by the beneficiary State Governments on a rotating basis and co-chaired by the EU Delegation. This committee will have a counselling role and will not have any decision-making power. This committee will be composed by:

- Representatives of each of the four States targeted by the project;
- A representative of the Federal Ministries of Agriculture and Animal Resources;
- A representative of the Federal Food Security Technical Secretariat;
- A representative of the Ministry of International Cooperation;
- Representatives of Non-State Actors (in particular, producers' associations, women's unions and the private sector);
- A representative of the EU Delegation.

The TA team leader will be an observer in the Advisory Committee, ensuring its secretariat functions, but will not be a formal Committee member.

The advisory committee may decide to offer membership or invite members of other public or private Institutions. The Advisory Committee will meet at least twice a year.

3.2. Delegation of residual tasks by the Commission

Not applicable.

3.3 Reporting

On-going project management and monitoring and evaluation will be conducted throughout the course of the project. While continuous monitoring is important to day-to-day project management, technical and financial quarterly and annual reports will also need to be drafted and submitted to the EU in accordance with EU guidelines. Regular monthly or quarterly monitoring visits to the regions will be carried out by the Team Leader.

3.4 Budget

The total project cost is estimated at EUR 80 000 000, which shall be financed from decommitted funds from the 9th and previous EDFs, in line with the Council Decision 2011/315/EU of 23 May 2011.

Detailed budgets for the different components are available in the Annexes.

Component	Implementation Arrangements	Budget in Euro
1 Support provided to formulation of national policies and standards and enhanced coordination capacities of Central and State Governments	Service contract	7 000 000
	Contribution agreement (FAO)	1 000 000
2. Supply of agricultural and livestock inputs and services expanded on a sustainable basis	Contribution agreement (FAO)	12 500 000
3. Enhanced local value addition and strengthened Value Chains	Delegation agreement (GIZ)	4 000 000
	Contribution agreement (UNIDO)	2 000 000
	Grants agreements (4 NGOs)	2 000 000
4. Improved basic technical, literacy and numeracy skills among smallholder families and community members in agro-pastoralist settings	Contribution agreement (FAO)	5 000 000
5. Increased trade and marketing volumes	Contribution agreement (UNOPS)	38 000 000
Monitoring, External Evaluation, Audit	Service contracts	900 000
Communication, Visibility	Service contract	450 000
Contingencies		7 150 000
	Total	80 000 000

4. MONITORING AND EVALUATION

4.1 Monitoring

The Commission may carry out annual Results Oriented Monitoring (ROM) via independent consultants, starting from the sixth month of project activities, which will be finalised at the latest 6 months before the end of the operational implementation phase.

The Logical Frameworks provide a number of key indicators on which to assess progress. The availability of a relatively large amount of reference material means that some clear and numeric baseline indicators can already be identified, e.g., an increase in average sorghum productivity from 0.82 to 1.2 tonnes/ha, the reduction of calf mortality from 50 to 20% and a significant reduction in the number of households who spend more than 65% of their income on cereals⁴ (an indicator for vulnerability).

In accordance with the rules and procedures of the EC the overall management style of the project will be the Project Cycle Management (PCM) approach. Logical Framework Matrices will be used as management tools, allowing for necessary adjustments and revisions at the activity level in order to effectively achieve the expected results.

⁴ CFSAM 2013

4.2 Evaluation

The programme will perform baseline studies to formulate further indicators and will do continuous monitoring as well as regular evaluations. The yearly extension programmes will determine indicators based on their particular focus areas (for instance % reduction post-harvest losses, adult herd mortality rate, incidence of worms, pest and diseases in crops). Extension staff will be tasked with the collection of these baseline and impact data and will thus also provide useful lessons.

Component 1, being the lead component will organise yearly evaluation and planning workshops for all five components for all four States to ensure coordination and supplementary guidance. This will be preceded with detailed planning workshop at each State. At these workshops, progress will be assessed against the previously determined indicators and targets and new ones will be set for the next year.

The Commission will carry out external evaluations via independent consultants, as follows:

- a mid-term evaluation mission;
- a final evaluation, at the beginning of the closing phase;
- possibly, an ex-post evaluation.

The Beneficiary and the Commission shall analyse the conclusions and recommendations of the mid-term evaluation and jointly decide on the follow-up action to be taken and any adjustments necessary, including, if indicated, the reorientation of the project. The reports of the other evaluation and monitoring missions will be given to the Beneficiary, in order to take into account any recommendations that may result from such missions.

The Commission shall inform the Beneficiary at least 30 days in advance of the dates foreseen for the external missions. The Beneficiary shall collaborate efficiently and effectively with the monitoring and/or evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

5. COMMUNICATION AND VISIBILITY

A budgetary provision has been made for communications and visibility actions to promote and publicise programme accomplishments in accordance with the Communications and Visibility Manual for External Actions. Moreover, the main studies, trainings and conferences can be published to the newspapers, research centres and other interested institutions.

The programme will also create a website on which all reports and programme information will be published to the benefit of overall transparency and communication

6. APPENDICES

- Appendix 1 – Logical Framework;
- Appendix 2 – Indicative operational timetable;
- Appendix 3 – Detailed budget.

TECHNICAL AND ADMINISTRATIVE PROVISIONS

BENEFICIARY COUNTRY / REGION	South Sudan		
REQUESTING AUTHORITY	EU Delegation to Sudan		
BUDGET HEADING	EDF Special Funds For Sudan Council decision 2010/406/EU		
TITLE	South Sudan Rural Development Programme (SORUDEV)		
TOTAL COST	Euro 42,000,000		
AID METHOD/ MANAGEMENT MODE	Project approach Centralised Management/Joint Management		
DAC-CODE	52010 (56 %)	SECTOR	Food security
	31120 (44 %)		Rural infrastructure

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1. Description

The South Sudan Rural Development Programme (SORUDEV) aims at improving food security in four States of South Sudan using a three pronged approach: (1) improving the States' food security policy implementation and strategic planning capacity, (2) increasing the agricultural production of rural smallholders and (3) facilitating the access of smallholders' agricultural production to markets. The programme builds on lessons learnt from current STABEX funded programmes, which will be terminated at the end of 2012. The programme contributes to areas where the EU has a comparative advantage and a history of involvement since cooperation with Sudan was resumed in 2005.

SORUDEV will target the States of Lakes, Western Bahr el Ghazal, Northern Bahr el Ghazal and Warrab. The EU has selected the states together with the Government of South Sudan (GoSS) and taking into account complementarities with other donors' areas of intervention, namely, USAID in the three states of Equatoria and in Jonglei state and Canada in Upper Nile state. The Spanish Cooperation Agency (AECID) has expressed interest in co-funding with EUR 6 millions the policy component of the project (result 1). If this is finally the case, the project area would be extended to Unity state.

SORUDEV's first component will improve the capacity of the Government of South Sudan and the four selected States to plan, programme and take effective decisions concerning food security. The project will intervene at two levels: at national level, it will strengthen the GoSS food security institutional framework; at state level, it will develop the state line ministries' capacity to review, plan, budget and monitor food security policies and strategies, it will put in place and link to the national level cross sector food security coordination structures and will facilitate a better understanding of food security priorities in each State by further developing existing food security information systems.

SORUDEV's second component will increase the agricultural production in 4 of the targeted States (Lakes, Western Bahr el Ghazal, Northern Bahr el Ghazal and Warrab). To this end, the component will on the one hand increase productivity of cultivated areas by putting in place state led extension agricultural services that effectively reach smallholders and, on the other hand, will encourage the expansion of the areas cultivated by introducing animal traction technologies.

SORUDEV's third component will facilitate the access to the smallholders' production to the markets by expanding the rural roads network and increasing state governments' capacity to maintain it in all selected states.

Taking into account the restrictions imposed by the Council Decision on implementing modalities for the Special Fund for Sudan, SORUDEV will be implemented through programme implementation units, which will work in close collaboration with State governments. Technical Assistants will set up their offices within the State Ministries of Agriculture and offices of the State Governor and will work under the guidance of the national feeder road steering and technical committees for the implementation of the third project component. State Ministries will be in particular responsible to lead on the establishment of agricultural extension services and the introduction of animal traction technologies. A steering committee co-chaired on a rotating basis by the European Commission and the Ministries of Agriculture and Animal resources will meet at least every six months.

1.1. Objectives

The overall objective of Sudan Food Security Project is **to contribute to improved food security in four States of South Sudan.**

The project purpose is **to improve the efficiency of food systems in four states of South Sudan.**

The project purpose will contribute to improving food security by strengthening the GoSS and concerned states institutions so that states are better able to identify, formulate and put into practice effective response strategies to food insecurity drivers; by increasing agricultural smallholder production and by facilitating a more efficient distribution of agricultural production through an expanded rural road network.

Climate change: SORUDEV will build state-level sector ministries capacities to formulate adaptation and mitigation strategies relevant to the local contexts. Flooding, in particular, has been frequently observed across the Greater Bahr el Ghazal region during the last years causing a severe impact on agriculture. The extension packages to be designed by the project will promote adoption of more resistant seed varieties where available and affordable as well as other adaptation measures. Also, the establishment of an all weather rural roads network will facilitate assistance to communities affected by flooding and reduce isolation of part of the population.

Environmental sustainability: Road improvements may have significant adverse, long-term environmental impacts. Many of them can be avoided or minimized by applying environmentally sound design, construction, and operation and maintenance practices. To this end an environmental assessment will be carried out as part of the roads design phase. It will provide indications to be followed during the implementation and maintenance phases.

Gender equality: Women engage in food production, storage and preparation for the family, and may form up to two thirds of the farm labour. With many of the men died during the war, women play a significant role in agricultural production and management of household consumption of food. The project will explore ways of improving traditional practices, in particular those aimed at facilitating the work being done by women such as weeding or the post-harvest practices. Female headed households and other women often participate in joint-farming systems, and by this communal arrangement, the farm work load is made simpler and lighter. In this way women can generate income through small-scale animal husbandry activities, small business and by processing food substances such as oil and butter. Female headed households and women groups will therefore be specifically targeted under this project, particularly in terms of facilitating access to small equipment that may help improve productivity and income from a variety of livelihood activities. In addition, the project will establish measures promoting greater gender equality in labour-based road maintenance and construction, providing substantial social benefits to rural households and communities. To this end the project will ensure equal employment opportunities focusing on community participation of both men and women and establishing recruitment procedures to have not less than 50% women employed for the construction and/or maintenance of new feeder roads

Conflict prevention: Feeder roads are expected to contribute to improved stability and security for rural communities. State government presence will be enhanced if security forces and police can access rural areas prone to conflict and diffuse tensions, respond to protect civilians and initiate reconciliation efforts after crises. Feeder roads will also allow people to get out to county or state government offices, so they can request government support for their community needs.

Adoption of good governance principles and human rights: The project puts good governance at the centre of its focus, as it aims at establishing effective state structures and mechanisms for food security and agricultural extension.

1.2. Expected results

1. Food Security Policy, Planning, Programming and Decision Making in South Sudan Improved.

This will be done by strengthening the national and the selected state Governments' capacity to prioritize and formulate state-level food security policies and strategies based on well researched evidence and through inclusive and consultative mechanisms in which lower-level governance structures and major non-state actors become part of the prioritizing and decision making processes. It will build on previous work done by the SIFSIA project, which helped establish the Food Security Technical Secretariat (FSTS). SIFSIA has trained and provided significant technical support to the FSTS and line ministries (particularly MAF and MARF) creating the basic capacity for food security analysis and programme and policy planning.

2. Increased smallholders' agricultural production in selected project areas.

This result will be achieved by helping the State authorities to put in place a functional extension service that effectively reaches smallholders. The project will in particular support the introduction of animal traction as a means to increase the surface cultivated by smallholders.

3. Rural feeder road network and state roads maintenance capacity increased in selected states.

This result will be achieved by constructing or repairing at least 180 Km of rural feeder roads with EC funds and building the state authorities' capacity to maintain it. This component will be supporting a WFP Special Operation that intends to construct/repair at least 500 Km of rural roads, with an estimated cost of 80.6 Million USD.

1.3. Activities and implementation timetable

1. Food Security Policy, Planning, Programming and Decision Making in South Sudan Improved.

Activities for this result will be implemented through joint management (contribution agreement with FAO) and will include:

1.1. Establish an effective GoSS Food Security institutional framework.

This activity will consolidate the institutional and human capacity of relevant institutions at GoSS level. The Food Security Council Secretariat, under the leadership of the Secretary General to be appointed, shall be strengthened to steer food security policy both at GoSS and state level. A Food Security Technical Secretariat (FSTS) is expected to be housed under the FSC Secretariat to provide comprehensive and timely analysis of food security information for decision makers including the FSC. In addition to the FSTS the Secretariat of the FSC is also expected to have additional units exclusively dealing with food security related policy issues (development, humanitarian, etc) and table policy agendas for FSC decision. The FSC Secretariat will be staffed with national and international experts to ensure efficient and effective functioning. Detailed sub-activities include:

- Facilitate the appointment of the Secretary-General (SG) to the established Food Security Council (FSC) and establish the FSC Secretariat.
- Support the Secretary-General in defining key functions of the Secretariat; establish administrative and technical units of the Secretariat, develop ToR for the staff, develop strategic and annual plans and develop an operational budget.
- Provide basic start-up office facilities/equipment
- Provide technical assistance to the FSC to conduct technical and institutional capacity needs assessment
- Design capacity building plan and support its implementation
- Develop and support mechanism to enhance GoSS/FSC linkage with State's FSC and regional and international food security programmes and institutions.
- Provide technical, material and financial assistance for production and dissemination⁵ of food security information products⁶ with the aim of informing policy and decision makers and other users
- Support the FSC to ensure that information is made available on timely manner to decision makers.
- Provide technical assistance for food security policy and strategy formulation, monitoring and implementation
- Provide technical assistance for FSTS/Information system and analysis
- Support food security advocacy and awareness raising at all levels

1.2. Develop the State line ministries' capacity to review, plan, budget and monitor FS policies and strategies.

This activity will bolster the capacity of state line ministries so that they are able to formulate their sector policies, strategies, plans and budgets taking into account the state's food security priorities and the context in the counties. Detailed sub-activities include:

- Conduct detailed human and organizational capacity needs assessment of relevant ministries
- Organize a consultative workshop to present capacity gaps, prioritize needs and formulate a plan of action to strengthen line ministries capacity consistent to the capacity needs assessment.
- Facilitate the implementation of the plan of action, which would include, among others:
 - Provide technical assistance for formulation and/or review of relevant sector and sub-sector policies and strategies which meet recognized standards.
 - Provide technical assistance for monitoring policy implementation.
 - Strengthen policy departments in relevant line ministries
 - Supporting relevant line ministries to translate sector and sub-sector policies into strategic plans, programmes and projects

1.3. Establish an effective cross-sectoral State food security institutional framework linked to national level in selected states

Food security is multi-dimensional and hence must be addressed through an inter-sectoral institutional platform. Currently, institutional set ups through which state food security policies and strategies should be formulated, planned, coordinated and implemented are either absent or weak and not organized in any systematic way. The project will ensure that this state-level inter-sectoral institution is well integrated upwards to the relevant national institutional structures, downwards to counties and laterally to other state-level institutions. Detailed sub-activities include:

- Conduct an assessment of the existing Food Security institutional setup (decrees, legal status, mandate, working groups, functional units; budget allocated; etc) for food security policy/strategy formulation, planning,

⁵ The project will support the design of accessible FS information dissemination platforms for all users

⁶ (FS periodical bulletins, special reports, policy briefs, etc.)

coordination and management, and organize consultative workshops to present findings of institutional assessment/analysis.

- Based on the workshop recommendations facilitate the establishment of the State level Food Security Councils (FSC) and its Secretariat; define its key functions, establish administrative and technical units of the Secretariat develop ToR for the staff, formulate its strategic and annual plans, develop an operational budget
- Provide basic start-up office facilities/equipment
- Providing TA to the State FSC/Secretariat to conduct technical and institutional capacity needs assessment
- Design capacity building plan and support its implementation
- Develop and support mechanisms to enhance State FSC linkage with local government, development partners, non-state actors and FSC/GoSS
- Provide technical assistance to State FSC/Secretariat for production and dissemination⁷ of food security information products⁸ with the aim of informing policy and decision makers and other users
- Provide technical assistance for FS policy and strategy formulation, monitoring and implementation
- Support FS advocacy and awareness raising at state and lower level stakeholders (allocate sufficient budget for this)

1.4. Strengthen the state level food security information system so that supports decision making.

The following components of food security information systems will be strengthened: agro-climatology and livestock/pasture monitoring, food and livestock market information monitoring, health and nutrition monitoring, and integrated food security analysis (including IPC)

The SFSP build on experience gained so far through the SIFSIA programme in putting in place a national food security information system. Detailed sub-activities will include:

- Assess the existing capacity of state ministries' in collection, storage, analysis, transmission/dissemination of data and information.
- Assess the capacity of non-state actors (NSAs) operating at county level who are able to contribute to FS data collection and monitoring activities
- Based on the capacity assessment findings (5.1 and 5.2 above), formulate capacity development plan of action to address capacity gaps. Strengthen appropriate institutions and departments for implementation of the components described below through technical assistance⁹ and provision of technical equipment, communication and transport:
 - Crop production monitoring systems
 - Livestock/pasture and Fisheries Monitoring systems
 - Crop and Livestock Market Information System
 - Nutrition Monitoring System
 - Integrated Food Security Analysis (including IPC)
- Support integration of state FS information systems into the GoSS FS Information system.
 - Based on lessons learnt, design mechanism for effective communication and coordination between state line ministries and GoSS line ministries
 - Design effective mechanisms for the linkages and coordination between the State FSC and national level programmes (including Food Security Livelihoods cluster, FSTS, FEWS Net, WFP/VAM) Clarify whether it is state FSTS or State line ministries hosting FS information system components
 - Design effective mechanisms for the linkages and coordination between the State FSC and State-level coordination platforms (including Food Security Livelihoods cluster, FSL NGO Coordination Forum)
 - Design effective mechanisms for the linkages and coordination between the State FSC and State line ministries
 - Facilitate backstopping services from the national FSTS to the State FSC and State line ministries hosting FS monitoring

2. Increased smallholders' agricultural production in selected project areas.

⁷ The project will support the design of accessible FS information dissemination platforms for all users

⁸ (FS periodical bulletins, special reports, policy briefs, etc.)

⁹ The TA includes training, workshops

Activities for this result will be implemented through centralized management (service contract and grants to NGOs) and will include:

2.1. Design and train a standardised extension service in targeted states

This activity will provide technical assistance to the States Ministries of Agriculture and Animal Resources to establish functional extension services that effectively reach smallholders. The technical assistance will help designing the extension services and identifying and recruiting candidates.

The technical assistance will also support the State authorities in preparing the terms of reference for the selection of NGO(s) that will be in charge of developing the extension packages under the supervision of state officials and according to the specific production possibilities existing in each state. The NGO(s) will also be responsible to organize the training of the recruited extension agents and of publishing the extension packages in a manner that makes field use and dissemination practicable (extension manuals, etc.). The content of the extension packages will be reviewed every year in order to incorporate feed-back suggestions and the results of potential action research established by other projects. Sub-activities will include:

- Mapping of available resources and capacities of relevant ministries departments specialised on agricultural production and extension.
- Develop an overall plan to meet the agricultural extension needs at the State, County, Payam and Boma levels. This plan will in effect be an organogram of each Ministry identifying the ideal staff needs of the extension services in each department and each location.
- Develop standardised job descriptions for each rank and a timetable for recruitment, training and placement of the extension staff in the next three years.
- Assist the State line ministries in preparing detailed technical guidelines to externalize the management of the extension programme. Contract the NGO(s) as implementing agents.
- Assist State line ministries in supervising the implementation of the extension programme by the implementing agents (NGO(s)).
- Assist State line ministries to identify the specialist production areas – inter alia: bee keeping, fish processing (smoking), green manure crops, crop rotation, poultry keeping, horticulture, woodlots, post-harvest crop storage - that need to be developed into standardised extension packages
- Under the supervision of the state ministries, the contracted NGO(s) puts in place the formal extension education programme. This will include the identification of educational institutions that offer the level of training required; the assistance to the selected candidates (nominated and employed by the Ministries) to complete all entry requirements for such courses; logistics support in terms of the various costs for each candidate (travel, accommodation, fees, scholastic materials and any required equipment); and the monitor and report on progress of the training to the Ministries.
- Under the supervision of the state ministries, the contracted NGO(s) develops a complete set of unified and standardised extension packages/manuals, in accordance with the priorities established by the Ministries and publish the accepted packages in a manner that makes field use and dissemination practicable.
- Under the supervision of the state ministries, the contracted NGO(s) reviews and modifies the packages if necessary, every 6-12 months of use, incorporating feed-back suggestions and the results of on-going research programs.
- The NGO(s) assists the State ministries to incorporate and place the trained personnel, as they become available, and to monitor their performance.

2.2. Delivery of extension services to smallholders

During an initial and transitional phase while the state extension service is designed and candidates recruited, the NGOs will ensure the delivery of the extension packages through own human resources and methodologies. In doing this, it will establish demonstration farms in each targeted county.

As state trained extension agents become available, the NGOs will gradually handover to them extension activities while still being responsible for the on-the-job coaching of the new staff and of ensuring the standardisation of approaches of all projects active in the selected states. Sub-activities will include:

- Establish demonstration farms in each targeted County.
- Place trained extension agents as they become available and in accordance to the state approved organogramme.
- Provide on the job training to extension agents for the delivery of extension packages to smallholders.

- Disseminate extension packages through the Ministries to all NGOs and projects working in the States to ensure standardisation of approaches.
- Monitor of the activities of extension agents to ensure the coherent and effective roll-out of extension services and report regularly to the state ministries.
- Carry out short-term studies to evaluate impact of extension modalities

2.3. Facilitate the adoption of animal draught cultivation throughout the targeted states

This activity will include the development, introduction and adoption of a specific extension package for animal draught cultivation, including the training of specialized extension agents in specific animal traction training centres.

In the process, appropriate methodologies for the use of animal traction will be validated. States will monitor progress and develop adequate plans for farmers to access ploughing equipment and spare parts locally and affordably, thus contributing to the expansion and the sustainable use of this technology. Sub-activities will include:

- Review and assess all on-going animal traction interventions within the States, identifying best practices and gaps.
- Formulate a long-term animal traction training programme to improve cultivation techniques and animal suitability and to meet the future needs of training dissemination.
- Establish specific animal draught training centre facilities either on a regional or a state basis.
- Assist the State line ministries in preparing detailed technical guidelines to externalize the management of the animal traction activities. Contract the NGOs as implementing agents.
- Assist the State line ministries in supervising the implementation of the animal traction component by the implementing agents (NGOs). The implementing agent responsibilities will include:
 - Develop the training centres curriculum and implement the training programme.
 - Develop a complete set of unified and standardised extension packages/manuals for animal traction, in accordance with the priorities established by the Ministries.
 - Publish the accepted packages in a manner that makes field use and dissemination practicable.
 - Review and modify the packages if necessary, every 6-12 months of use, incorporating feed-back suggestions and taking into account the results of other projects.
 - Conduct studies of the supply network for the provision of ploughs (both donkey and ox) determining needs, resources and local capacities in order to develop a potential commercial supply network to encourage independent expansion and adoption of the technology.

3. Rural feeder road network and state roads maintenance capacity increased in selected states.

Activities for this result will be implemented through joint management (contribution agreement signed with WFP) and will include:

3.1. Construction/Rehabilitation of 180 Km of all weather feeder roads that provide year round service to the rural population.

Roads will be selected within the framework of the government led steering and technical committees, which have defined selection criteria agreed by all participant donors, including the EU. In implementing works, a labour-intensive approach will be favoured, although it is unlikely be sufficient to make the roads sustainable due to the technical challenges posed by the terrain. Implementing partners will therefore need to balance intensive labour with mechanized support. Sub-activities will include:

- Selection of roads based on the outputs of the coordination process promoted by MAF and MTR (feeder roads steering committee).
- Survey and the design of the roads in compliance with government standards and with locally available materials. Design will in any case include a gravel wearing course.
- Endorsement of the design by MTR.
- Tendering and awarding works contracts
- Implementation of works contracts using to the extent possible labour intensive methodologies but combining them with mechanized support when required to fulfil the agreed standards.

3.2. Establish a maintenance system for the existing and the proposed rural roads.

The maintenance mechanism will be based on a combination of community based activities and maintenance contracts signed and managed by state authorities. In addition, the works contractor will provide maintenance services for one year after works completion. On their side, states transport ministries, will allocate sufficient budget and staff to ensure contracting and supervision of future maintenance works. Sub activities will include:

- Provide equipment and training to the labour-based works teams, based on MTR specifications for work.
- Establish the works contractor camp as a training and maintenance facility for state government technical staff during project implementation. At the conclusion of the project, the contractor will hand over the camp and equipment to the state ministry, which will use it for long term maintenance of the rural road network.
- Contract a one year maintenance period at the end of the works. During this period state officials are trained in the management and supervision of maintenance contracts in preparation of a regular contractor based maintenance system for which State authorities will allocate sufficient resources.
- Fund community development projects including building of water pans, boreholes, block making and training in food production/handling best practices and other complimentary activities.

2. Location and duration

2.1. Location

The programme will cover the states of Lakes, Western Bahr El Ghazal, Northern Bahr El Ghazal and Warab.

The Spanish Cooperation Agency (AECID) has expressed interest in co-funding with EUR 6 millions the policy component of the project (result 1). If this is finally the case, the project area would be extended to Unity state.

The programme will establish light coordination units in Juba (Result 1) and Wau (Result 2) and implementation units embedded in the relevant State line Ministries of the 4 targeted states (Result 1 and 2).

2.2. Duration

The execution period of the Agreement will be as specified in Article 4 of the Financing Conditions.

3. Implementation

3.1 Organisational set-up and responsibilities

As Sudan is not a signatory to the revised Cotonou Agreement (2005), the European Commission through the EU Delegation in Khartoum will act temporarily as Authorising Officer substituting the NAO for this programme.

The programme will be implemented under joint management (results1 and 3) and centralised management (result 2).

Result 1 will be implemented by FAO. FAO will establish a Project Coordination Unit (PCU) in Juba within the Food Security technical secretariat (FSTS). The PCU will be responsible for:

- Providing technical assistance and support to the proposed Food Security Council, FSTS and targeted GoSS line ministries.
- Providing technical backstopping to the State-level Technical Support Unit (TSU).
- Overall management (finance, procurement, logistics etc) monitoring, review and approval of project activities
- Coordination and ensuring synergies among project activities and other institutions.

The central PCU will be staffed with one qualified international full time Chief Technical Advisor (CTA), one national food security coordinator and support staff.

A Technical Support Unit (TSU) will be established in each of the targeted States under the office of the State Governor within the Strategic Planning general Secretariat. The TSU will be responsible for:

- Capacity building of State Food Security Council and its technical units
- Monitoring and follow up of implementation of activities in the states;
- Supporting line ministries specialized food security information system components
- Supporting line ministries department heads in planning, sub-sector policy and strategy formulation, coordination, monitoring and reporting (v) supporting non-state actors.
- Participate in food security and livelihood coordination meetings

Each state level TSU will be staffed by: one full-time International Technical Advisor, One full-time National Technical Advisor seconded by the counterpart institutions; and support staff.

In due consideration of the principle of ownership, the European Commission reserves its right to change the organisation indicated above or the scope of the delegation, without this necessarily requiring an amendment to the Financing Decision. In that case, it shall consult the Beneficiary on this change and notify to it the name of the new organisation and/or the scope of the task(s) delegated to it.

Result 2 will be implemented through a service contract and through grant agreements.

The service contractor will deploy a six member **technical assistance team (TAT)**. A team leader will be based in Wau and coordinate activities across the four states. Wau is the most central location to access the other selected states. The contractor will also deploy one agricultural expert in each of the other three beneficiary states and two animal traction farming experts, whose location will be decided during the inception phase.

The experts will support the relevant state departments in the implementation of the result activities according to annual work plans agreed with the European Commission. They will be assigned offices within the State Ministries of Agriculture. The experts will in particular establish close linkages with the Ministry's Departments of extension and will operate over an indicative period of four years.

Based on technical guidelines prepared by State Authorities with the technical support of the TAT and approved by the EC, the EC will organize a **call for proposals** in order to award two grant agreements for, respectively, the management of the extension services (training programme for extension agents, design and dissemination of extension packages) and the introduction of animal traction techniques components.

Result 3 will be implemented by WFP. WFP will deploy a management team that will consist of a Programme Manager, a Senior Engineer and a Logistics Officer. Several international consultant engineers teamed with a national engineer each will also be in the field, monitoring and supporting the implementation of the road construction work contracts, which will be done through private contractors. WFP will also provide grants to NGOs for the management of community based construction and maintenance works in various sections of the feeder roads.

A steering committee shall be set up to oversee and validate the overall direction and policy of the overall programme. The steering committee will be chaired by the Ministries of Agriculture and Animal Resources on a 1 year rotating basis and co-chaired by the European Commission. The steering committee will be composed by:

- A representative of the Ministry of Agriculture
- A representative of the Minister of Animal Resources
- A representative of the Minister of Transports
- Representatives of each of the five States targeted by the programme
- Representatives from NSAs (in particular producers organisations and women unions)
- A representative of the Food Security Council
- A representative of the EU Delegation.

The steering committee may decide to offer membership or invite members of other public or private Institutions. The Steering Committee will meet at least twice a year.

3.2. Delegation of residual tasks by the Commission

N/A

3.3 Reporting

The reporting will be carried out pursuant to the rules and procedures set out in the FAFA and in the Practical Guide to contract procedures for EC external actions.

The Commission reserves the right to request the submission of specific reports.

3.4 Budget

The total project cost is estimated at EUR 42,000,000 which shall be financed from the Special Fund from Sudan approved by the Council Decision no. 2010/406/EU.

Categories	Type of contract	EU contribution (EUR)	Total (EUR)
Result 1 – Food Security Policy, Planning, Programming and Decision Making in Southern Sudan Improved	Contribution agreement	7,000,000	7,000,000
Result 2 – Increased smallholders' agricultural production in selected project areas.	Service contracts + Grant agreements	12,600,000	12,600,000
Result 3 - Rural feeder road network and state roads maintenance capacity increased in selected states.	Contribution Agreement	20,300,000	20,300,000
Audits & External Evaluations	Service contract	500,000	500,000
Communication and visibility		100,000	100,000
Contingencies		1,500,000	1,500,000
TOTAL		42,000,000	42,000,000

State Governments will provide the necessary facilities, infrastructure and equipment at State and locality levels. They will also include in state budgets an amount sufficient to cover the maintenance costs of the roads constructed. In addition, all government staff participating in the project will receive their salaries exclusively from the Government pay-rolls

* The European Union's contribution to the "Contingencies" heading may be used only with prior agreement of the Commission.

4. MONITORING AND EVALUATION

4.1 Monitoring

The Commission may carry out Results Oriented Monitoring (ROM) via independent consultants, starting from the sixth month of project activities, which will be finalised at the latest 6 months before the end of the operational implementation phase.

4.2 Evaluation

- a) The Commission will carry out external evaluations via independent consultants, as follows:
 - a mid-term evaluation mission in month 24 of the project;
 - a final evaluation, at the beginning of the closing phase;
- b) The Commission shall analyse the conclusions and recommendations of the mid-term evaluation and decide after consultation with Government counterparts and implementing agencies on the follow-up action to be taken and any adjustments necessary, including, if indicated, the reorientation of the project. The reports of the other evaluation and monitoring missions will be given to the Government counterparts and implementing agencies, in order to take into account any recommendations that may result from such missions.
- c) The Commission shall inform the Government counterparts and implementing agencies at least 2 months in advance of the dates foreseen for the external missions. The Government counterparts and implementing agencies shall collaborate efficiently and effectively with the monitoring and/or evaluation experts, and *inter alia* provide them with all necessary information and documentation, as well as access to the project premises and activities.

5. COMMUNICATION AND VISIBILITY

A comprehensive communication strategy and appropriate tools will be developed during the inception phase through which relevant information about the project, its impact, outcome and outputs will be communicated to key stakeholders on a regular basis. This will include,

- Target audiences and the communication objectives per target group.

- Communication/visibility activities that will be undertaken
- Responsibilities for the execution of the activities
- Communication tools that will be applied
- Indicators to measure the communication impact.
- Human and financial resources required for the execution of the plan.

Standards for visibility will be derived from the “EU visibility guidelines for external actions” and the “Joint Visibility Guidelines for EC-UN actions in the field”.

6. PRE-CONDITIONS

N/A

7. Appendices

- Appendix 1 – Logical Framework
- Appendix 2 – Indicative operational timetable
- Appendix 3 – Detailed budget