



European Commission

Project N° 2015/362-919

**Support to implementing partners
of SORUDEV, ZEAT-BEAD and
FSTP**

Draft Monitoring Report: UNIDO

**Period covered:
2 to 5 February 2016**

Prepared by Angus Graham
and Omotayo Alabi
on behalf of

**Cardno Emerging Markets (UK) Ltd
Lead Member of Cardno Consortium**



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TA implemented by
CARDNO

KEY DATA

Name of Project: Support to implementing partners of SORUDEV, ZEAT-BEAD and FSTP

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Report Quality Controlled by
Michael Gutteridge, Framework Contractors'
Project Director



Signature: _____

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The views expressed herein are those of the consultants and therefore in no way
reflect the official opinion of the European Union***

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Monitoring Report: UNIDO

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Abbreviations and acronyms

AFIS	Agricultural and Food security Information System
APC	Agricultural Processing Centre
CFSAM	Crop and Food Security Assessment Mission
DG	Director General
EU	European Union
EUD	Delegation of the European Union
EUR	Euro
FAO	Food and Agricultural Organisation
GBG	Greater Bahr-el-Ghazal
GIS	Geographical Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
IPs	Implementing Partners
LoA	Letter of Agreement
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MTE	Mid-Term Evaluation
NGO	Non-Governmental Organisation
PPP	Public-Private Partnership
QRM	Quarterly Review Meeting
(S)MAFCRD	(State) Ministry of Agriculture, Forestry, Cooperatives and Rural Development
(S)MARF	(State) Ministry of Animal Resources and Fisheries
SORUDEV	South Sudan Rural Development Programme
SSP	South Sudanese pound
TA	Technical Assistance
UNOPS	United Nations Office for Project Services
VSF	Vétérinaires Sans Frontières
WFP	World Food Programme
ZEAT-BEAD	Zonal Effort for Agricultural Transformation – Bahr-el-Ghazal Agricultural Development

Project data

General Data

Contract beneficiary	United Nations Industrial Development Organisation (UNIDO)
Project title	Enhanced local value addition and strengthening of value chains
Project ref. CRIS	-
Date of visit	2 to 5 February 2016
Location	Western Bahr-el-Ghazal, Northern Bahr-el-Ghazal, Warrap and Lakes States
Monitoring Officer	Angus Graham and Tayo Alabi
Start date	February 2015
End date	January 2017

Financial data

Total EC contribution	EUR 2,000,000 (equivalent to 100% of EUR 2,000,000)
Total spent by project to date (EUR)	EUR -
Balance of funds released to date	EUR -
Anticipated date of next request/ release of funds	-
Anticipated amount of next request/ release of funds	EUR -

1 Summary of Field Visits

Introduction

The United Nations Industrial Development Organisation (UNIDO) was asked to undertake the Project “Enhanced local value addition and strengthening of value chains” due to its well-known experience in and systematic approach to the development of strategies for the upgrading of value chains and value addition, particularly as regards the linking of mobile livelihoods to market training approaches.

The Project will focus on the creation of a simple and sustainable marketing network among small household producers and private business owners by developing and implementing strategies for the upgrading of value chains and building the capacity of the different actors to operate in the value chain in tune with technological and business innovations for more value addition of productive assets. UNIDO intends to conduct these activities in a concerted and coordinated approach with the other implementing partners (IPs) and non-Governmental organisations (NGOs) operating under the Zonal Effort for Agricultural Transformation – Bahr-el-Ghazal Agricultural Development (ZEAT-BEAD) programme.

The sustainability and general performance of the value chain is inextricably related to the capacity of all actors to perform along the chain. Operators (whether producers or business owners) and Government staff will be given combined technical and business training to enable them to perform along all links of the value chain and upgrade their skills for more value addition.

The capacity of actors operating along the value chain will be built through a tailored training programme centred on:

- Business and entrepreneurial skills;
- Market analysis and monitoring;
- Organisation of value chain agents (producers, businesses etc.);
- Technology transfer for specific key groups for value addition of selected products;
- Specific workshops; and
- Quality and safety aspects of production, processing and marketing..

The Project will support selected farmer organisations through training and exchange visits (among other activities) and by linking them to new market opportunities. This assistance would include support to: i) the development of organisational and managerial capacities; ii) the preparation of business plans by the farmer organisations; and iii) the development of market databases and linkages with established market information systems.

UNIDO also aims to prepare for the setup of pilot agricultural processing centres (APCs) using a community-based assessment involving the direct beneficiaries, the administrative divisions of the target Counties and relevant Ministries. Processing equipment (in the use of which both beneficiaries and national counterparts will be trained) will be installed in existing buildings or new infrastructures built where necessary.

Implementation of the Project began in February 2015. Based on the findings of international consultants and the Altai consulting company contracted under the Project, a total of seven (7) commodities (Groundnut, sorghum, sesame, beans, rice, fish and hides and skins) were identified as priority. Validation workshops were held in October 2015 at 3 locations involving all four States in the Greater Bahr-el-Ghazal (GBG) region. Target locations were identified for different possible interventions and draft upgrading strategies discussed and agreed on.

Links were established with the following organisations in different States in the GBG region:

- The Food and Agricultural Organisation (FAO);
- The United Nations Office for Project Services (UNOPS);
- German cooperation (GIZ);
- Non-Governmental organisations (NGOs) engaged in development activities in GBG;
- State Ministries of Agriculture, Forestry, Cooperatives and Rural Development;
- The Ministry of Animal Resources and Fisheries (MARF);
- The Ministry of Commerce, Industry and Investment;
- Chambers of Commerce; and
- The Ministry of Labour, Public Service and Human Resource Development.

2 Key findings/Notes on Project development

Overall level of progress on implementation

Over the four quarters of 2015 UNIDO completed a desk review of available information on current food systems in the project area in South Sudan, collected available (albeit limited) secondary data, conducted field assessments and analyses of local agricultural and fishery markets and value chains, prepared strategies for their development and checked the validity of these strategies at a number of workshops in the Project areas and at coordination meetings held with ZEAT-BEAD IPs.

This included an appraisal of current processing and storage facilities and of possibilities for upgrading them, including the condition of any available equipment, human resources and the capacity of local agencies to service improved technologies. UNIDO has formulated plans of intervention at various points of leverage and critical paths in selected value chains (groundnut, sorghum, rice, hides and skins and fish) and has initiated awareness-raising and capacity building activities, including definition of the roles and responsibilities of the different actors and institutions involved.

States, Counties, Payams and commodities covered by the Project

Western Bahr-el-Ghazal	Wau County Jur River County	Bessilia Payam (Sorghum), Wau Municipality (Hides and skins) Kangi market (APC)
Northern Bahr-el-Ghazal	Aweil Centre Aweil North	Aweil Municipality (Rice, Hides and skins) Gok Machar Payam (Sorghum), Gok Machar market (APC)
Warrap	Twic Gogrial West	Ayein Payam (Sorghum), Ayein market (Sorghum) Kuajok Municipality (Hides and skins)
Lakes	Rumbek East Rumbek Centre Yirol East	Aduel Payam (Groundnut), Aduel market (APC) Rumbek Municipality (Hides and skins) Shambe (Fish)

Key activities underway for value chain development

- *Groundnut and Sorghum*: Selection of two Bomas under each Payam in which other partners are already working or planning to work during 2016 and 2017. Provision of training to producer groups in improved post-harvest techniques (drying and storage) including primary processing and value addition. Linking producer groups to potential buyers and the nearest processing centres;

- *Hides and Skins*: Training in improved flaying methods, de-fleshing and de-fatting techniques and preservation and processing methods. Introducing improved low-cost drying structures and developing/improving market linkage by exploring new markets and traders;
- *Rice*: Introducing power-operated rippers and pedal-operated threshers. Installation of a 2-stage rice mill with the capacity to process 1-2 metric tonnes per day. Training farmers in the use, operation and maintenance of the ripper, thresher and rice mill. Training of managers in business management and book-keeping;
- *Fish*: Training of fisherfolk in hygiene, sanitation and improved drying and smoking techniques. Introduction of low-cost dryers and smoking kilns. Developing market linkages through the promotion of collective marketing;
- *Agricultural Processing Centres (APCs)*: Identification of suitable land at each market and obtaining copies of land titles from landowners for establishment of the APCs. Finalising technical drawings and Bills of Quantities for the APCs and conducting procurement. Establishing modalities for the operation, management and use of the APCs. Community sensitisation to the setup of APCs and Project strategies and training of operators in the operation and basic maintenance of tools and machines. Training of managers in business management, accounting, bookkeeping, etc.

On the recommendations of the previous TA Monitoring Report

The 4th Quarterly Review Meeting (QRM) highlighted the importance of selecting and prioritising feasible value chain segments, locations and partners with due consideration of the resource limitations of the Project. UNIDO has achieved this through a process of broad consultation and joint planning with direct beneficiaries (rural people) and with partners and Government in the Greater Bahr-el-Ghazal (GBG) region.

UNIDO has reduced the scope of work outlined in its original studies and inception report and is now scheduled to work in 5 Payams and 15 Bomas on 5 commodities (groundnut, sorghum, rice, hides and skins and the drying and marketing of fish). Neither possibilities of improving community nutrition through developing blended and fortified foods nor the poultry feed and egg production value chains included in the initial studies prepared by UNIDO are being considered any longer by the Project. UNIDO has reduced the scope of activities in the area of hides and skins activity to training only, notwithstanding the importance of waste reduction, solid waste management and effluent treatment.

The final Project inception report and detailed work plan have been submitted and accepted by the Delegation of the European Union (EUD). At the 5th QRM in January 2016, UNIDO presented the reports of the value chain feasibility study finalised at 6 stakeholder validation workshops (for Sorghum, Rice, Groundnut, Sesame, Hides and Skins and Fisheries).

UNIDO has prepared quality and hygiene standard operating procedures (SOPs) for all facilities to be installed and has established links with the Catholic Agricultural University for the selection of varieties and human resource development and training. A training plan for mobile value addition has been prepared, training needs identified and mobile trainers are in the process of being selected (mainly private agencies through sub-contracts). Hides and skins will be covered by local authorities under the MARF where possible.

Implicit in some of the activities is a lot of farmer organisation and extension work around product preparation for storage and other processes. This will require effective partnerships to be successful in the time available. UNIDO is planning to work in the same areas as FAO and GIZ and has drafted a Letter of Agreement (LoA) with GIZ and is in the process of doing the same with FAO. In order for FAO and UNIDO to enhance their relative advantages by

working together in the fishery value chain project, FAO plans to focus on the fishery inputs value chain. There is further potential for greater synergies in the dried fish component.

UNIDO has completed its scheduled surveys and assessments to further inform decisions on the proposed development activities and over the remainder of this quarter, will elaborate business plans (including production and marketing) for each agricultural processing centre. UNIDO is engaged in supporting detailed planning by FAO and GIZ, both of which can provide relevant specialised technical experience and knowledge.

Main strengths

The main strengths of the Project lie in the comprehensive value chain studies and broad consultation undertaken by UNIDO, the good teamwork and time invested in the field and on the ground and the familiarity of staff with the region. UNIDO has established positive and cooperative relationships with various ministries and ZEAT-BEAD partners and linkages with higher education institutions in the region. Partnerships with GIZ and FAO are also evolving well.

Main weaknesses

UNIDO has based the project manager in Juba. This is a missed opportunity considering that (as with all other ZEAT-BEAD projects), staff resources are the most important aspect of this Project. Sporadic insecurity has led to some disruptions to the Project. UN rules and controls on mobility (convoys and clearance) sometimes limit the pace of movement in the field. The lack of Government-endorsed Geographical Information System (GIS) coordinates of Payam and Boma boundaries, and of up-to-date relational data from population and agricultural censuses, constrains the identification of target groups. The main Bomas located on the UN-funded feeder roads are not clearly identified and there are no readily available records identifying which settlements are targeted by UNOPS or the World Food Programme (WFP).

Challenges identified during the inception period in 2015

Coordination among ZEAT-BEAD partners and the absence of a comprehensive set of agricultural production data.

Further actions required

The mission recommends that UNIDO should:

- Review and revise the logframe objectively verifiable indicators, especially the overall and specific objectives, set targets for each and establish means for monitoring results.
- Persist, together with FAO, to complete the selection of Project Bomas;
- Consult with WFP, UNOPS and the National Bureau of Statistics with a view to obtaining relevant GIS-referenced data;
- Consult with FAO to explore what data from the Crop and Food Security Assessment Mission (CFSAM) survey might be used to guide the Project;
- Conclude LoAs with GIZ and FAO as agreed;
- Complete its training plan and the identification of training providers; and
- Finalise its Project visibility strategy.

Changes to Project context

UNIDO is under the impression that its operations are targeting the UNOPS feeder road segments. It is recommended that UNIDO consider supporting areas also served by the EU-funded WFP feeder roads, especially in Luonyaker, in addition to those of UNOPS.

Progress toward achieving project objectives in summary

- The Overall Objective of the Project is to contribute to improved food security and income among rural communities;
- The Specific Objective is to strengthen value chains, enhance value addition and develop and implement strategies for the upgrading of value chains and the capacity building of relevant actors to scale up technological and entrepreneurial practices.

On achievements against each specific result

Result 1: Potential commodities identified and upgrading strategies finalised

- Value chains for sorghum, groundnut, rice, hides and skins and dried fish have been identified for support under the Project. This involved a wide process of consultation and research. Key strategic elements include the transfer of knowledge, skills and technologies for the milling of sorghum, shelling of groundnuts and the extraction of edible oil, the threshing, hulling and polishing of rice and improved drying, threshing, grading and storage of harvests. Training in business development and marketing; improved de-fleshing and defatting and the preservation of hides, skins and fish is underway.

Result 2: Value chain strategies implemented

- The selected value chain strategies are in the process of being implemented. Thus far, UNIDO has finalised APC drawings, prepared bills of quantities and technical specifications for tenders of all machinery, tools and equipment and is in the process of identifying land for development of the APC facilities and selecting beneficiaries for training. The main administrative areas of operation (Payams) have been identified and the selection of Bomas is on-going in collaboration with FAO and local stakeholders. Selection of beneficiaries will be done in conjunction with IPs of the South Sudan Rural Development (SORUDEV) and ZEAT-BEAD partners working in the above-mentioned areas.

Result 3: 800 actors capacitated and performing value addition enhancement

- So far UNIDO has trained 20 blacksmiths in metal silo production. Throughout the Project UNIDO will conduct continuous training in 4 Counties in monitoring, accounts and bookkeeping for a total of 30 members of the Chambers of Commerce and 20 Government officials. UNIDO will also conduct training of 450 farmers of sorghum and groundnut, 40 APC operators and related service providers, 50 rice growers, 50 fisherfolk, 60 butchers and 80 processors of hides and skins.

Result 4: 12 pilot agricultural processing centres established of which 4 are fully equipped

- Four self-sustainable, fully equipped pilot APCs with links to farmer organisations are in the process of being established in selected locations identified based on the feeder roads proposed by UNOPS: Kangi in Western Bahr-el-Ghazal, Gok Machar in Northern Bahr-el-Ghazal, Ayein in Warrap and Aduel in Lakes. UNIDO is finalising the plans and design drawings for a total of 12 APCs, 4 of which will be new, fully equipped and commissioned, while the others will be upgraded.

Sustainability of the Action

Sustainability of the UNIDO action may depend on the achievements of the ZEAT-BEAD and SORUDEV partners, for example the economic viability and sustainability of the public-private partnership (PPP) model under Government supervision to be promoted in each of the APCs. To be fully functional and effective over time, APCs will to some extent need to be supplied from the sale of harvest by farmers and a net production surplus in their catchment areas. The APCs are being established in centralised market locations that provide good business opportunities. Low-cost, user-friendly and repairable machinery has been identified for introduction, and local technical persons are being trained in its repair and maintenance (with the first year service provided by the machinery supplier). Spare parts can be easily obtained from neighbouring countries.

Cross-cutting and other issues

- *EU Visibility*

UNIDO has not completed a project visibility plan and has not yet started implementing a visibility strategy. This must be submitted to the EUD to Juba for approval, and initiated.

- *Gender*

Most of the active labour force in the sectors covered by the Project is composed of women; consequently the Project is mainly targeted to benefit women. It will employ female trainers and create equal PPP opportunities through which women will be actively encouraged and empowered to manage APCs. Women's development groups will also be actively involved through collaboration with NGOs.

Summary of key lessons learnt (as per discussions with the Project team)

The selection of beneficiary villages is being constrained by a lack of reference production data for each settlement in the immediate vicinity of the feeder roads to be serviced by the Project. There are numerous opportunities and cases of potential to conduct activities with other ZEAT-BEAD projects, yet key ZEAT-BEAD partners have been slow on the uptake to collaborate (although this is now improving). The identification of central locations has been problematic; in many cases they simply don't really exist, and logistics continues to be a major challenge despite the steady progress made so far in the development of the feeder roads.

The application of GIS mapping tools is a critical path that needs to be strengthened. A model process for the development of PPPs is still being developed. In many cases there is a communication gap between States, Counties and Payams and there is a general lack of technical capacity (repair and maintenance) at processing units in most of the States. Under the current scenario, production may be too low to use the Kangi warehouse and the assumption that there will be a private investor to conduct collection and aggregation cannot be guaranteed. Kangi may end up becoming a multi-purpose warehouse out of necessity.

The areas of highest production as identified by the UNIDO field assessments do not seem to match well with those selected in the UNOPS feasibility study. In Warrap State, the most promising area appears to be at the end of the WFP feeder road segment in Gogrial East and Tonj North. It is understood that the UNOPS feeder roads were actually selected by Agricultural DGs and no real data on production are currently available. The feeder roads (UNOPS and WFP) over the stretch Bar-Ud to Luonyaker (with Bar-Ud to Kangi covered by UNOPS) do not really pass through high-production areas. Along this combined tract, based on a review of data on available settlements, there are a maximum of 30 to 50 settlements in close proximity (5 km) to the planned feeder road along the combined length. However the

area beyond Luonyaker, i.e. Mayen Rual (on the Wau-Luonyaker Road) is a high groundnut- and sorghum-producing area.

The road segments in Western Bahr-el-Ghazal and Warrap (Gogrial West to Twic) are located in food-deficit areas of generally low production and at best of marginal production. The Gok Machar to Mayam Angok road in Northern Bahr-el-Ghazal also only has about 30 to 50 settlements along its length, but this area does have potential for sorghum production.

3 Programme Schedule

Day	Time	Event	Responsible
2 to 5 February 2016	10:00 to 14:00	Meeting with Charu Chandra and Daniel Ruben	Daniel Ruben

4 People met and activities visited*

This contact list was provided by UNIDO on the occasion of a monitoring visit to UNIDO Offices in Wau and is based on UNIDO field assessment visits for the preparation of the inception report.

Name	Institution	Position	Contact
James Grunwald	ACTED	Urban Food Security	0954388913
Joyo Harriet	AFOD – Western Bahr-el-Ghazal	Project Manager	0955817595
Anyons Stephen	AFOD – Western Bahr-el-Ghazal	Project Officer	0955226605
Fadul Hashim	Alnur Trading Agency	Sorghum trader, Ju Market	095404992
Dut Deng Maleng	Aweil East County	Commissioner office	0917800089
Albino Garang	Aweil East County	Commissioner	0910679324
Philip Mareng Bol	Aweil East County	Agriculture Senior Inspector	0914614679
James Garang	Aweil North County	Veterinary Senior Inspector	0912584731
Majok Ngor Majok	Aweil North County	Administration officer	0956515347
Deng Anyie Juac	Aweil North County	Senior Inspector for Agriculture	0955991891
Hon. Atak Diing Wol	Aweil North County	Commissioner	0956969513
Thiep Piol Thep	Aweil North County Commissioner's Office	Office Manager	0956031274
Santino Deng Ngong	SMAFCRD, Northern Bahr-el-Ghazal	Senior inspector	0956955080
Louis Marino	Bagari County	Senior Inspector	0954779936
Guek Akoon	Bauch Group (Manyain Rual)	Member	0910474681
James Alfred	Bessilia County	Executive Director	0923310170
Paul Albino	Bessilia County	Chief	0922082832
Akec Mayer	Chamber of Commerce – Warrap State	Deputy Chairperson	0911001470
Gaberial	Chamber of Commerce – Warrap State	Office Manager	0912757418
John Umberto	Crafts Cooperative Union – Western Bahr-el-Ghazal	Administration and finance	0955337450
Rovali Radove	Crafts Cooperative Union – Western Bahr-el-Ghazal	Chairperson	0956370010
Garang Garang	Deputy Chairperson	Awar Awar Chamber of Commerce	0911313351
Philip Akeuc	Deputy Payam Administrator	Awar Awar	0915689927
Dominic Adut Majok	DORCAS	Food Security Coordinator	0914822028
Thomas Anei Deng	DORCAS	Head of Office	0956275707
Paul Thon Akech	FAO – Kuajok, Warrap State	State coordinator	0922001643
Martin Manyok	Gogrial County Agricultural Office	Director of Agriculture	0914943207
Abdel Majid Mustafa	Ju Market	Sorghum trader, Ju	0955015054

Name	Institution	Position	Contact
		Market	
Adam Ahmed	Ju Market	Sorghum trader, Ju Market	0922117686
Simon Akot Atoi	Jur River County	Commissioner	0956501735
Gutano Abio	Jur River County	Director of Agriculture	0956122204
Daniel John	Jur River County	Inspector of Agriculture	0956188713
Baduok Uchu Kuic	Kangi Payam	Payam Administrator	0926441258
Tembo Asuman	KUCDA	Food Security Officer	0923291933
Rizig Elishama Loma	Marial Lou Livestock Centre – Warrap State	Principal	0954055759
Ojno Longar	Marial Wau Payam	Progressive farmer	0912592537
Akol Akol	Marial Wau Payam	Progressive farmer	0955184208
Kual Marial Ngor	SMAFCRD – Warrap	Director of Agriculture	0910502989
Martin Madut	SMAFCRD – Warrap	Director General	0914424782
Anei Azik Arop	SMAFCRD – Warrap	DG Agricultural Engineering	0915182499
Anglo Diing	SMAFCRD – Warrap	Senior Inspector	0914778566
Santino Wal	SMAFCRD – Northern Bahr-el-Ghazal	Senior inspector	0950030400
Joseph Garang	SMAFCRD – Northern Bahr-el-Ghazal	Director General	0911221857
Wall Ngor	Ministry of Commerce, Industry and Investment – Warrap	Director General	0954421385
Samuel Deng	NPA	Coordinator	0955571483
Abraham Mading	NPA	Project officer	0955206047
Arop Ateng Laul	NPA	Extension supervisor	0955674446
Kiir Kiir	Pathoun West (Manyen Rual and Luonyaker)	Agricultural officer	0914891055
Kuot Akol	Pathoun West (Manyen Rual and Luonyaker)	Agricultural officer	0924187983
Cerillilo Yal Deng	RRC – Gogrial East County	Deputy Chairperson	0924074211
Gordon Makure Tiau	RRC – Tonj South County	Chairperson	0914153030
Michael Madhong Dior	RRC – Tonj East County	Coordinator	0956400205
Lazarus Dor	RRC – Tonj North	Chairperson	0914960141
Amos Okumu	SP NBG	Supervisor	0955140810
Daniel Thon	SMAFCRD – Lakes	Director of Agriculture	0956024200
John Aliu	Tonj North Agricultural Office (Awauul)	Senior inspector	0914413169
Daniel Deng	Tonj North Agricultural Office (Awauul)	Head of Agriculture	0923286138
Joseph Kuol Chuol	Tonj South County	Deputy for Agriculture	0956213789
Paul William	Ujogo Poma	Principal	0923187409
Justin	UNOPS	Focal person	0955023326
Daniel Nordi	VSF Germany – Programme Manager	Gogrial East	0923194652

5 Picture Gallery*



Photos from UNIDO

Top row: Mapped Value Chain and Value Addition Workshop (Wau); Mapped Value Chain and Value Addition Workshop (Kuajok)

Middle row: Mapped Value Chain and Value Addition Workshop (Rumbek); traditional granary, Jur River County, WBEG State

Bottom row: Post-harvest machinery supplied but not commissioned (uninstalled sorghum processing machine in Mayen Rual Market, Gogerial East County, Warrap State); damaged hide due to poor flaying and defatting practices (Hides being dried in Wau Slaughter House).

Annex 1: Project Summary

Title of the Project	Enhanced local value addition and strengthening of value chains
Implementing Agency	United Nations Industrial Development Organisation (UNIDO)
Location(s) of the Action (specify Counties and Payams that will benefit from the Action)	States: Western Bahr-el-Ghazal (WBG), Northern Bahr-el-Ghazal (NBG), Warrap and Lakes Counties ¹ : Aweil North (NBG), Twic (Warrap), Jur River (WBG) and Rumbek East (Lakes) Payams ² : Gok Machar (NBG), Turalei (Warrap), Bessilia and Kangi (WBG), Aduel (Lakes)
Total duration of the Action (months)	24 months from February 2015 to January 2017
Objectives of the Action	<u>Overall objective</u> : Contribute to improved food security and income among rural communities <u>Specific objective</u> : Strengthen value chains, enhance value addition and develop and implement strategies for the upgrading of value chains and the capacity building of relevant actors to scale up technological and entrepreneurial practices
Target group(s)³	New and existing producer groups and Farmer Field Schools in the four States of Greater Bahr-el-Ghazal
Final beneficiaries⁴	Farmers, micro-scale entrepreneurs, rural communities and Government institutions
Expected results	R1 – Potential commodities identified and upgrading strategies finalised R2 – Value chain strategies implemented R3 – 800 actors capacitated and performing value addition enhancement R4 – 12 pilot agricultural processing centres established of which 4 are fully equipped
Main activities	A1 – Market analysis and identification of potential commodities A2 – Commodity analysis and formulation of upgrading strategies A3 – Capacity building of 800 actors in local value addition operations A4 – Implementation of upgrading strategies A5 – Finalisation of plans and design drawings and commissioning of agricultural processing centres
Number of technical staff	i. Mr. Namal Samarakoon (Project Manager) ii. Mr. Ram Kishore Prasad Singh (Chief Technical Advisor) iii. Mr. Charu Chandra (Project Technical Officer) iv. Mr. Daniel Ruben (Project Coordinator)

¹ County: an administrative unit in South Sudan immediately below the State

² Payam: an administrative unit in South Sudan immediately below the County, equivalent to a District

³ "Target groups" are the groups/entities who will directly benefit from the Action

⁴ "Final beneficiaries" are those who will benefit from the action in the long term at the level of the community or sector at large

Annex 2: Project Staff

Name	Gender	Position	Telephone	Email
Namal Samarakoon	Male	Project Manager	+43 1 26026 3374	N.Samarakoon@unido.org
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Annex 3: Work Plan since Inception Period

Nº	Output/Activities/Sub-activities	2015			Y/N
		O	N	D	
1.1	Desk review				Y
1.2	Market assessment of Lakes State				Y
1.3	Analysis of value chains (cereals, vegetables, dairy, fisheries, hides and skins)				Y
1.4	Formulation of value chain upgrading strategies				Y
2.1.1	Validation workshops for the adoption of suitable value chains in GBG				Y
2.1.2	Meeting for the coordination of interventions involved in global EU action				Y
2.2.1	Sourcing of secondary data from different stakeholders in GBG				Y
2.3.1	Analysis and verification of available equipment				Y
2.3.2	Analysis and verification of current processing and storage facilities				Y
2.3.3	Analysis of existing technical skill and human resource capacities				Y
2.3.4	Formulation of awareness-raising and capacity-building activities				Y
2.4.1	Formulation of different interventions required at different levels of the value chain				Y
2.4.2	Definition of the roles and responsibilities of the actors and institutions involved				N

Annex 4: Progress toward achieving Project objectives

Intervention logic	Objectively verifiable indicators of achievement	Achievement as at the EU visit of January 2016
Overall objective: Contribute to improved food security and income among rural communities	Levels of vulnerability of the 4 States	
Specific objective: Strengthen value chains, enhance value addition and develop and implement strategies for the upgrading of value chains and the capacity building of relevant actors to scale up technological and entrepreneurial practices	Increase in the volume of commodities produced Increase in the volume of these commodities traded Increase in the trade value of commodities	
R1 – Potential commodities identified and upgrading strategies finalised	Number of commodities analysed (Target: 10 commodities) Number of value chain strategies validated (Target: 5 with implementation plans)	Commodities: Groundnut, Sesame, Sorghum, Beans, Fish, Hides and Skins, Rice and Poultry Value chains: Groundnut, Sorghum, Fish, Hides and Skin and Rice
R2 – Value chain strategies implemented	Number of coordination meetings (Target: 5 per State) Number of thematic workshops (Target: 6 per State)	2 meetings and validation workshops have been conducted per State
R3 – 800 actors capacitated and performing value addition enhancement	Number of trainees (Target: 800) Number of training workshops (Target: 24)	20 trainees have been identified and 8 workshops organised
R4 – 12 pilot agricultural processing centres established of which 4 are fully equipped	Number of Memoranda of Understanding (MoU) signed with the target communities (Target:12)	In progress

Annex 5: Challenges and follow-up actions

Challenge	Observations during the EU Field Mission in January 2016	Action taken/r ecomm ended
Coordination among implementing partners	Information sharing and communication with FAO and GIZ (hides and skins, warehouse in Kangi) is improving. A visit has been scheduled to view land offered by the Government. UNIDO has met with all SORUDEV partners to identify beneficiaries of post-harvest training and linkages with APCs (agricultural processing centres)	
Lack of available production data	Quarterly review meeting data are not convincing. This should be followed up with FAO and CFSAM survey data requested	
Productive areas identified for value chain development and value addition are mismatched with the areas selected by the UNOPS feasibility study. Meeting with UNOPS and WFP GIS experts scheduled	<p>The most promising production area is at the end of the WFP Road in Gogrial East and Tonj North. UNOPS feeder roads were selected by DGs of Agriculture and no real data on production are currently available. The feeder roads (UNOPS and WFP) from Bar-Ud to Luonyaker do not really pass through highly productive areas and there are only 30 to 50 settlements along the combined length in close proximity to the road. However the area beyond Luonyaker (Mayen Rual) is a high groundnut- and sorghum-producing area. It could thus be said that together, the roads effectively link high-production areas in Gogrial East but not necessarily along their course</p> <p>The road segments in Western Bahr-el-Ghazal and Warrap (Gogrial West to Twic) are located in food-deficit areas of generally low production and at best of marginal production. The Gok Machar to Mayam Angok road in Northern Bahr-el-Ghazal also only has about 30 to 50 settlements along its length, but this area does have potential for sorghum production</p>	
Scattered population (difficult to select centralised location)	The main market centres have been selected based on consultations and field assessments	
Insecurity in Lakes State makes it difficult to access identified locations	Aduel Payam in Rumbek East has been identified for groundnut intervention and Shambe (Yirol West) for fisheries, with a focus on value chains for dried fish	
Creation of new States	Coordination and communication is required with new Governments and focal persons should be placed in the new States. Some persons who know the Project are being transferred to new States, e.g. the Director of Agriculture in Warrap who has been transferred to Twic. The main focal person in Aweil has been transferred to a new State outside the geographical coverage of the Project. There may be some conflict as regards the selection of target areas and groups	

Annex 6: Work Plan for January to July 2016

Nº	Output/Activities/Sub-activities	2016							Y/N
		J	F	M	A	M	J	J	
2.5.1	Community organisation and mobilisation								
2.5.2	Procurement and installation of identified machinery and equipment								
2.5.3	Development of training modules for the identified activities								
2.5.4	Planning and implementation of training in value addition and upgrading								
2.5.5	Formulation of an infrastructure development plan								
2.5.6	Development of a production and marketing plan								
2.6.1	Design of Monitoring and Evaluation tools for different interventions								
3.1.1	Procurement of required tools, equipment and machinery and spare parts								
3.1.2	Development of infrastructure and installation of equipment and machinery								
3.1.3	Training in the operation and maintenance of equipment and machinery								
3.1.4	Training in operational management for institutions and services								
3.1.5	Development and implementation of mechanisms for sustainability and conflict resolution								
4.1	Identification and selection of target beneficiaries of technical and soft skills training								
4.2	Definition of various training activities for actors involved in value chains								
4.3	Identification and selection of suitable agencies to provide training								
4.4	Development of training modules								
4.5	Implementation of identified training activities								

Annex 7: Operational Payam and Boma GPS Information

County	Payam	Boma	Coordinates	
			Latitude	Longitude
Jur River	Kangi	Kangi		
	Kayango			
Twic	Turalei	Ayien		
Aweil North	Gok Machar	Gok Machar		
Aweil East	Warawar	Omdurman		
Rumbek East	Aduel	Aduel		

* Hides and skins: Wau County, Wau Municipality; Gogrial West, Kuajok Municipality; Aweil Centre, Aweil Municipality; Rumbek Centre, Rumbek Municipality

Annex 8: Logical Framework

	Intervention logic	Objectively verifiable indicators	Sources and means of verification	Assumptions
Overall Objective	Contribute to improved food security and income among rural communities	Levels of vulnerability of the 4 States	Baseline assessment, Annual Statistical Surveys	Acceptable level of peace
Specific Objective	Strengthen value chains, enhance value addition and develop and implement strategies for the upgrading of value chains and the capacity building of relevant actors to scale up technological and entrepreneurial practices	Increase in the volume of commodities produced Increase in the volume of commodities traded Increase in the trade value of commodities	Baseline assessment, FAO/WFP annual assessment reports, Annual Statistical Surveys	
Expected results/ Outputs	R1: Potential commodities identified and upgrading strategies finalised. R2: Value chain strategies implemented R3: 800 actors capacitated and performing value addition enhancement R4: 12 pilot agricultural processing centres established of which 4 are fully equipped	Number of commodities analysed (Target: 10 commodities) Number of value chain strategies validated (Target: 5 with implementation plans) Number of coordination meetings (Target: 5 per State) Number of thematic workshops (Target: 6 per State) Number of trainees (Target: 800) Number of training workshops (Target: 24) Number of Memoranda of Understanding (MoU) signed with the target communities (Target:12)	Reports of the Value Addition analysis, Technical fiches for each product, Validation workshop reports, Value chain strategies, Project periodic reports, Workshop reports	
Activities	A1 – Market analysis and identification of potential commodities	Field investigation: UNIDO Staff and outsourced expertise, Studies	Market assessment Technical reports Technical fiches for each product	
	A2 – Commodity analysis and formulation of upgrading strategies	Expertise from UNIDO, value chain specialists and consultants	Consultant reports and studies of value chain upgrading strategies	

		Validation workshops	<i>Documents from validation workshop</i>	
	A3 – Capacity building of 800 actors in local value addition operations	Coordination with IPs and NGOs 6 thematic workshops 5 meetings per State	<i>Minutes of meetings Strategy report Field reports Project progress reports</i>	
	A4 – Implementation of upgrading strategies	Training in technical and business skills Mobile training sessions in 4 States Total 24 workshops	<i>Training reports List of trainees MoU with communities List of equipment</i>	
	A5 – Finalisation of plans and design drawings and commissioning of agricultural processing centres	UNIDO staff with partners and other relevant organisations 12 centres established 4 centres equipped		