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

**Inception Report and Indicative
Work Plan**

**Period covered:
16 August 2015 to 13 February 2016**

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and Omotayo Alabi
on behalf of

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



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Signature: _____

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Abbreviations and acronyms

AC	Advisory Committee
BEAD	Bahr-el-Ghazal Agricultural Development
CAHW	Community Animal Health Worker
CAMP	Comprehensive Agricultural Master Plan
CBO	Community-Based Organisation
CfP	Call for Proposals
CWW	Concern Worldwide
EU	European Union
EUD	European Union Delegation
EUR	Euro
EU-RDP	EU Rural Development Programme
FAO	Food and Agricultural Organisation of the United Nations
FFS	Farmer Field School
FSTP	Food Security Thematic Programme
GBG	Greater Bahr-el-Ghazal
GIZ-IS	German International Cooperation – International Services
HARD	Hope Agency for Rural Development
IDMP	Irrigation Development Master Plan
IPs	Implementing Partners
JICA	Japanese International Cooperation Agency
M&E	Monitoring and Evaluation
MAFCRD	Ministry of Agriculture, Forestry, Cooperatives and Rural Development
MARF	Ministry of Animal Resources and Fisheries
MoE	Ministry of Education
MoHPPE	Ministry of Housing, Physical Planning and the Environment
MTI	Ministry of Transport and Infrastructure
NGO	Non-Governmental Organisation
NPA	Norwegian People's Aid
NRC	Norwegian Refugee Council
NSA	Non-State Actor
PIN	People in Need/CESVI
QRM	Quarterly Review Meeting
ROM	Results-Orientated Monitoring
SC	Steering Committee
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SNV	Netherlands Development Organisation
SORUDEV	South Sudan Rural Development Programme
TA	Technical Assistance
ToR	Terms of Reference
UNIDO	United Nations Industrial Development Organisation
UNOPS	United Nations Office for Project Services
VSF-G	Vétérinaires Sans Frontières Germany
VSLA	Village Savings and Loan Association
WFP	World Food Programme
ZEAT	Zonal Effort for Agricultural Transformation

1 Background

South Sudan is characterised by widespread chronic food and nutrition insecurity. Investment and judicious use of the rich natural resource base and large agricultural potential of the country have been curtailed by episodes of tribal and civil conflicts in most parts of the country. Agricultural production and marketing are constrained by:

- Insufficient institutional and human technical capacities and access to knowledge, skills and technology;
- Inefficient and decayed systems of transfer of nutritional and agricultural knowledge and skills, inputs and product supply, and information exchange; and
- Lack of critical infrastructure and utilisation of points of leverage in value chains.

The European Union (EU) has been one of the major donors to have prioritised support to building the rural livelihood capabilities of the people of South Sudan in the agricultural sector, particularly since the signature of the 2005 Comprehensive Peace Agreement (CPA) and in post-independence South Sudan.

The framework of ongoing EU support to agricultural sector development and the enhancement of food and nutrition security in the country has three principal components (actions), which are being implemented in the Greater Bahr-el-Ghazal (GBG) States of Western and Northern Bahr-el-Ghazal, Warrap and Lakes:

- The Food Security Thematic Programme (FSTP);
- The South Sudan Rural Development Programme (SORUDEV);
- The Zonal Effort for Agricultural Transformation – Bahr-el-Ghazal Agricultural Development (ZEAT-BEAD).

FSTP (annual funding cycle) is concerned with the timely and sustainable reduction of food insecurity among groups of people in circumstances of transition and fragility who are vulnerable to internal or external factors. FSTP makes provisions for linking the recovery and rehabilitation of beneficiaries to the development of their livelihoods.

This component constitutes a contribution to the improvement of humanitarian and development country programming coherence and linkages in exceptional crisis situations, through providing support to the strengthening of pathways to addressing the underlying causes of hunger and under-nutrition. Examples include: i) establishing and operating flexible targeted social transfer and innovative insurance and financing mechanisms; and ii) the strengthening of mechanisms for knowledge, skills and technology transfer and points of leverage in rural value chains.

The EU Delegation (EUD) has allocated EUR 10 million under the 2015 FSTP Call for Proposals (CfP) that will focus on the Greater Upper Nile states affected by the current ongoing conflict in the country. This assignment will focus on 4 priority ongoing FSTP projects in the GBG region being conducted by the following non-Governmental organisations:

- 1) People in Need (PIN) – Northern Bahr-el-Ghazal State;
- 2) Concern Worldwide (CWW) – Northern Bahr-el-Ghazal State;
- 3) World Vision Germany (World Vision) – Warrap State; and
- 4) Vétérinaires Sans Frontières Germany (VSF-G) – Warrap State.

SORUDEV (which started in May 2014) is concerned with increasing the production and income of smallholder farmers in South Sudan through the strengthening of extension services, increased access to markets and improved links between value chain actors. The programme is orientated around community-driven development and mechanisms for the full cost-recovery of farm inputs such as through Village Savings and Loan Associations (VSLAs).

This component constitutes a contribution to improving the livelihoods of households with significant productive capacity and the ability to service loans and pay for inputs and services. It is implemented by four NGOs as follows:

- 1) Concern Worldwide (CWW) – Northern Bahr-el-Ghazal State;
- 2) Norwegian Refugee Council (NRC) – Warrap State;
- 3) Norwegian People's Aid (NPA) – Lakes State; and
- 4) The Hope Agency for Rural Development (HARD) – Western Bahr-el-Ghazal State.

ZEAT-BEAD (which started in January 2015) is concerned with sustainably increasing the food security and wellbeing of the population of the Republic of South Sudan through the development and enhancement of private sector capacity to deliver agricultural inputs, supplies and services throughout the GBG region.

It is orientated around developing and expanding mechanisms for sustainable agricultural input supply and services, strengthening value chains, enhancing local value addition and increasing volumes of trade and marketed produce.

Support is also provided to the capacity building of Central and State Governments and the improvement of basic technical, literacy and numeracy skills among smallholder families and community members in agro-pastoralist settings.

ZEAT-BEAD is implemented by one Government Cooperation Agency, two United Nations (UN) Specialised Agencies and one UN infrastructure-centred organisation which provides project management and procurement services:

- 1) German International Cooperation (GIZ) – GBG region;
- 2) The UN Food and Agricultural Organisation (FAO) – GBG region;
- 3) The UN Industrial Development Organisation (UNIDO) – GBG region; and
- 4) The UN Office for Project Services (UNOPS) – GBG region.

In addition 4 NGOs will be selected in the course of the programme to facilitate access to financial services in order to strengthen value chains and enhance local value addition in the Greater Bahr-el-Ghazal area. The EU places significant importance on both coherence and collaboration among implementing partners (IPs) and their coordination.

To ease the burden of farmers and improve market interaction, several rural road rehabilitation and construction interventions are also funded by the EU. Under the ZEAT-BEAD programme UNOPS is working on the development of priority roads in the four States, which builds on an activity conducted by the World Food Programme (WFP) under the SORUDEV programme for the improvement of roads linking Warrap and Western Bahr-el-Ghazal. GIZ is active under ZEAT-BEAD in the development of selected infrastructure, such as slaughterhouses/stores and livestock auction markets.

2 Description of the Assignment

Under the second Technical Cooperation and Economic Governance Facility (TCEGF II), the EUD provides technical support and advisory services to both ongoing and planned projects managed by NGOs and funded under the FSTP and SORUDEV programmes in selected project areas, at all stages of the project life-cycle.

A six-month framework contract was launched in January 2015 which expired on 18 July 2015. The contract was envisaged as a bridging facility in anticipation of the re-launching of a contract under the SORUDEV programme.

Due to a delay in this tender (see service contract notice of 27 August 2015/S 165-301053), which would result in a gap in the support provided, and considering the urgent, time-bound

needs of the beneficiaries and the need to maintain momentum on the issues covered by the programmes, a negotiated procedure was launched with Cardno Emerging Markets (UK) Ltd, the contractor for the above-mentioned framework contract, based on new Terms of Reference, for a duration of 6 months.

TA support to NGOs and implementing partners for monitoring and extension services is a recurring need. To be effective, support should be continuous and regular; interruptions risk derailing ongoing processes that are core to the EU's approach to rural development and for which there is at present an unusually high level of consent.

The technical assistance (TA) will provide support and advisory services to projects managed by IPs and funded under the EU's Rural Development Programme (EU-RDP) in South Sudan for the effective programming, implementation, monitoring and coordination of its actions. The TA team is comprised of two persons from Cardno Emerging Markets (UK) Ltd:

- Angus Graham, Team Leader and Agronomist – Monitoring and Evaluation (M&E) Expert (Key Expert 1); and
- Omotayo Alabi, Extension Services Expert (Key Expert 2).

Each expert is allocated 100 working days over a period of six months. Work started with the arrival of Key Expert 2 on 17 August 2015. Key Expert 1 arrived on 26 August 2015. Both experts will complete their work by 13 February 2016. This report describes the findings from the period 17 August to 17 September 2015 and presents an indicative work plan for the full period of 17 August to 13 February 2016.

Objectives:

The overall objective of the TA is to increase the effectiveness of EU-financed interventions to support the South Sudan Development Plan (SSDP) 2011-2016 to reduce vulnerability, enhance agricultural productivity and increase food security among rural communities in South Sudan.

The specific objective is to provide technical support and advisory services to the IPs and key stakeholders of the ZEAT-BEAD, FSTP and SORUDEV programmes in selected project areas, at all stages of the project life-cycle, in:

- 1) The effective monitoring and coordination of actions; and
- 2) The harmonisation of key approaches and facilitation of the implementation of extension services provided by IPs to beneficiaries.

Key Activities:

- 1) Monitoring the implementation of ongoing NGO and ZEAT-BEAD projects;
- 2) Supporting the coordination of actions by IPs and stakeholders of EU rural development programmes;
- 3) Supporting the launching of calls for proposals (CfPs) and new projects;
- 4) Evaluation of programme performance in key areas.

Outputs and deliverables:

- a) Individual field monitoring reports for each ongoing NGO project visited, consequent to regular field monitoring visits; All statutory reports that are submitted by ongoing projects (including all correspondence, requests for contract addenda, no-cost extensions, etc.) analysed and commented in support of the EU Delegation's contract management role;

- b) Coordination of actions by IPs facilitated in relevant forums; At least two meetings of the technical review panel on extension guidelines facilitated; Two State-level workshops for the SORUDEV programme facilitated (ideally for Western Bahr-el-Ghazal and Lakes States);
- c) Grant proposals from the 2015 CfP(s) analysed; Inception riders by the 3 or 4 NGOs contracted in 2015 revised with the concerned NGOs for final EUD approval; and
- d) Individual evaluation reports on the performance of all relevant EU IPs in 3 key identified areas.

Progress reports:

A final report, a final invoice and the financial report accompanied by an expenditure verification report will be submitted at the end of the period of implementation of the tasks. The draft final report will be submitted at least one month before the end of the period of implementation of the tasks. These will be in addition to the outputs and deliverables listed above. The final report will include both a narrative section and a financial section detailing the time inputs of the experts, incidental expenditure and expenditure verification. Two hard copies and one electronic copy of the reports, written in English, will be submitted to the Project Manager identified in the contract, who will be responsible for their approval.

<u>Name of report</u>	<u>Content</u>	<u>Time of submission</u>
Inception Report	Analysis of existing situation and work plan for the project	1 month after the start of implementation
Draft Final Report	Short description of achievements, including problems encountered and recommendations	1 month before the end of the implementation period
Final Report	As above, plus a final invoice and the financial report accompanied by the expenditure verification report	Within 1 month of receiving comments on the draft final report

3 Inception Findings

Key Expert 2 arrived in Juba on 17 August 2015 followed by Key Expert 1 on 26 August. The activities undertaken over the period from 17 August to 17 September 2015 include:

- 24-31 August: Briefings, logistics, immigration, inception meeting (FSTP);
- 1-6 September: Meetings with FAO, GIZ, UNIDO, VSF-G, World Vision, NRC;
- 7-13 September: Meetings with SNV and CWW, inception meeting with SORUDEV and ZEAT-BEAD, meeting of the Donor Working Group for Agriculture and Livelihoods, Draft Inception Report.

A briefing meeting was held on 27 August 2015 with the FSTP programme manager of the EUD in Juba. A message of introduction to all IPs of the EU-RDP was arranged, together with formal letters of accreditation to the project signed by the ambassador of the EUD. The following points were agreed at the briefing meeting:

- Ongoing FSTP projects to be covered by this assignment include those that are being implemented by CWW, PIN, VSF-G and World Vision. However, these should not be

considered a priority for monitoring by the project team since: i) they will be the subject of a Results-Orientated Monitoring (ROM) review mission from headquarters from 16-24 November; and ii) these FSTP projects have been well monitored and there is a risk of “monitoring fatigue” among IPs. However, the project may nevertheless play a role in supporting the abovementioned ROM mission;

- Another ROM mission scheduled for mid-October to January will cover finalised projects implemented by GOAL and ECO (exact dates to be communicated at a later date). This may only take the form of a desk review in Juba;
- The fourth Quarterly Review Meeting (QRM) was scheduled for 29 September to 1 October;
- GIZ would be available for a monitoring mission for the period 1 to 8 November;
- Short monthly progress reports, with bullet points detailing progress according to the work plan, should be sent by email (max. 1 page) to Gabriel Dayre for cross-checking against timesheets.

A briefing meeting was held on 9 September 2015 with the SORUDEV and ZEAT-BEAD programme managers of the EUD in Juba. They highlighted that the coming six months will be a crucial period, considering that SORUDEV is in its second year of support to smallholder farmers), and considering that the ZEAT-BEAD component is in its inception phase and is being implemented by many contractors, and that the coordination of partners toward a common aim and goal will be crucial to its success. The following points were agreed at the meeting:

- The time spent on the situational assessment and the identification of areas for thematic evaluation (and consequently, the submission of the thematic evaluation ToR initially foreseen to have been submitted as part of the inception report) should be extended by two weeks (i.e. beyond the inception period) to be done at a later stage during the first mission of the project team. The fielding of the evaluation team will take place in either December 2015 or January 2016 - possibly to coincide with the fifth Programme QRM;
- Tentative EUD thematic evaluation priorities identified in the meeting relate to how the approaches and monitoring and data collection frameworks of various NGOs are fit for programme purposes in the fields of i) Community-based extension; ii) Rural financing; and iii) Value chain development;
- The TL will focus on desk-based monitoring and coordination for the initial period of the assignment, with field visits beginning later in 2015. Regular liaison and correspondence with the projects is sufficient to constitute monitoring of progress. Considering that IP projects need to be visited twice a year, based on the previous schedule of SORUDEV project monitoring visits, a second round of monitoring is not urgent;
- In view of the planned holiday for the project team in December-January, the draft final report should now be submitted in mid-February 2016 (instead of mid-January or one month before the end of the period of implementation of the tasks as specified in the project ToR, as the latter would effectively require its preparation by mid-December). This arrangement would also enable the fielding of the evaluation team in January 2016;
- The project team will prepare a 10-slide presentation that describes the EU programme along the lines outlined below, and will participate in a meeting of the Donor Working Group for Agriculture and Livelihoods on 10 September 2015;
- The project team will follow up with IPs on the production record spreadsheet template that was prepared earlier this year for use by IPs to assess production by programme beneficiaries and enquire after their monitoring and evaluation (M&E) arrangements and baselines.

At the meeting a series of points were noted and synthesised into a PowerPoint presentation (appended) which was given on 10 September to the meeting of the Donor Working Group for Agriculture and Livelihoods co-chaired by the EUD and the Japanese International Cooperation Agency (JICA).

In principle, coordination should be done through engagement with Government; however the EUD pointed out that this is currently a sensitive political issue for the Delegation. At present Government commitment, capacity and resources are insufficient and the EUD continues to support coordination of the programme.

While there are significant needs for institutional development, the EUD strategy for the time being is to focus on support to State- and County-level administrations and communities in particular. How best to achieve coordination is an issue that will be added to the Agenda of the fourth quarterly review meeting (QRM) among the programmes' IPs and key stakeholders.

The programme is primarily concerned with increasing agricultural production and marketing, as well as income to farmers. These aims override those of any individual contract with IPs. The programme approach is the same for all 4 States in the Greater Bahr-el-Ghazal (GBG) region and does not include mechanisms for linking relief and rehabilitation to development actions (LRRD).

In principle, targeting is orientated toward farmers in areas of high production and/or productive potential in order to increase possibilities for higher returns. This is a central assumption of the programme. Another is that there will be surplus to sell, or that in any event sales will take place in order to cover the cost of farmers' non-food and supplementary food needs.

It is hoped there will be a marketable surplus over time, possibly through a warehouse ticket system at key intersections between main roads and feeder roads. The programme is geared toward increasing the food and nutrition self-sufficiency of the country. All of the GBG States were observed to be net deficit areas for cereal production in 2014 and the on-going crop and food supply assessment is eagerly anticipated.

The FAO, under its EU-funded Agricultural and Food Information System (AFIS) project, has provided crop assessment support to 4 SORUDEV NGOs, shared a methodology with them and also provided some training to 3 NGOs at the time of the crop establishment survey that it conducted earlier in the year as part of the crop and food supply assessment. The methodology of the survey covers neither income nor the percentage of production sold by farmers; however, the latter is very likely to be included in a food security and nutrition sample survey.

There is a large amount of land in South Sudan, but the country still imports a large amount of food and production inputs from Uganda to meet its needs. Over 30 years of Government intervention and distribution of free inputs have disrupted traditional exchange and trade arrangements; consequently, sustainable supply systems need attention if rural development is to take place. The programme is endeavouring to increase production through:

- Improving extension (including the strengthening of linkages to universities/research institutes, Farmer/Community Contacts, the provision of extension kits, demonstration and observation);
- Improving the supply of inputs (suitability, variety, availability, terms of trade and quality and specialisation of suppliers/agro-dealers); and
- Improving market demand for food (with selected value chain activities including cereals and grains, groundnuts, livestock, hides and skins); and
- Improving marketing (including cheaper access to market, feeder roads, warehouses, processing facilities and information).

Under the programme the FAO will support the creation of an expanded network of vetted agro-dealers linked to accredited suppliers of inputs that meet area-specific needs of farmers (in terms of specification and price) to increase production and marketing.

FAO will also further strengthen ongoing extension efforts through developing and implementing a system of training, accrediting and licensing of various categories of extension (ist) workers, with the idea that they will return to their communities to provide certified services (including as agents of agro-dealers). A framework covering the scope, components, cost, progress and performance monitoring, linkages to institutions, options for sustainability and contributions from communities needs to be elaborated by FAO.

Under the programme, the World Food Programme (WFP) and the United Nations Office for Project Services (UNOPS) are improving feeder roads that pass through production areas so as to link them to markets that are located close to intersections with trunk roads. GIZ and UNIDO will focus on means of improving the quality/value of products (e.g. grading and packing) at source and of reducing losses and wastage, as well as of creating market demand for products through undertaking selected value chain activities in strategic locations.

FAO will support the expansion of the network for rural financing and transfer mechanisms that are farmer-focused, non-institutional and adapted to the situation in the country, e.g. through community-based organisations (CBOs). In addition FAO has a component for the improvement of basic technical, literacy and numeracy skills among smallholder families and community members in agro-pastoralist settings.

3.1 Monthly coordination meeting of the Donor Working Group for Agriculture and Livelihoods

On 10 September the project team gave a presentation at the meeting of the Donor Working Group for Agriculture and Livelihoods on EU donor coordination issues as seen through the EU-RDP.

Other topics on the meeting agenda included Access to Finance (A2F), Infrastructure for Private Sector Development (PSD), the Economic Development Fund as laid out in Article 7 (Enterprise Development Fund) under Chapter 4 (Resources, Economic and Financial Arrangements) of the Intergovernmental Authority on Development (IGAD)-sponsored Peace Agreement and the South Sudan Comprehensive Agricultural Master Plan (CAMP) and Irrigation Development Master Plan (IDMP).

The meeting was informed that the CAMP and IDMP would be implemented under the auspices of a secretariat (ICTT) comprised of 3 line Ministries as the main actors for coordination, policy and technical dialogue. The establishment of the secretariat will be launched in November 2015.

It was also reported that:

- Formulation of the CAMP and IDMP is now complete, has been approved by the cabinet and is now before parliament for signature;
- Arrangements for the implementation of the CAMP will include a data collection platform and repository, as well as a website for the sharing of information and studies;
- An issue concerns how the CAMP implementation process will be carried out at local level. Support is needed for the setup of State- and County-level committees;
- There is need for coordinated support to activity mapping, which should start with the establishment of a geographical information system (GIS)-based project registry;

- The Government hopes to utilise these documents to mobilise funds; however, concerns have been expressed that they are insufficiently based around integrated and bottom-up planning approaches;
- Engagement with Government (including G6+ principles) is a continuing issue. The Donor Working Group on Agriculture and Livelihoods should continually brief its heads of mission on any sector considerations to be raised at G6+ meetings and, considering the situation of current Government budget allocations, pursue some “give and take” aid conditionalities to ensure adequate internal budget allocations by Government to the agriculture and livelihoods sector.

The abovementioned provision of the CPA commits the Transitional Government of National Unity (TGONU) to: i) establish a Social Security Fund, promote a social welfare development policy and provide subsidised credit and capacity building to vulnerable members of society; ii) establish a Youth Enterprise Development Fund with the goal of encouraging more youth to enter economic growth and development; and iii) establish a Women’s Enterprise Development Fund for the provision of subsidised credit to women-based enterprise development and the capacity building of women entrepreneurs, as well as to:

- Identify local, national, sectoral and private sector associations with a view to improving their productivity and efficiency through capacity enhancement and improved access to finance;
- Develop Micro, Small and Medium Enterprises (MSMEs) among rural populations and the urban poor, including (but not limited to) South Sudanese farmers’ associations, dairy producers’ associations, poultry producers’ associations and national private companies in the areas of supply, general trade, construction and others;
- Implement the recommendations of the Private Sector Development Strategy (PSDS) developed jointly between the South Sudan Business Forum and the Ministry of Commerce and Trade;
- Establish micro-finance institutions; and
- Coordinate enterprise-related skills and technology transfer.

The Government of South Sudan has identified agriculture as having the greatest potential for economic growth in the near term and as a key priority for diversifying the national economy, which currently depends almost exclusively on oil production. To facilitate growth in agriculture and support South Sudan’s accession to the Comprehensive Africa Agricultural Development Programme (CAADP), the Government has prioritised the development of a Comprehensive Agricultural Master Plan (CAMP). Once finalised, the CAMP will become the strategic document of the Ministry of Agriculture, Forestry, Cooperatives and Rural Development (MAFCRD) and the Ministry of Livestock and Fisheries Industry (MARF) to guide their own efforts to support agricultural development and secure direct investment and support from donors and the private sector, with the end goal of long-term, sustainable food security and economic growth. Two key support areas identified include:

- Developing capacity in the areas of institutional assessment and strengthening two key Ministries (MAFCRD and MARF) for the implementation of the CAMP; and
- Delineating the roles and responsibilities of both Ministries and addressing capacity gaps for the eventual implementation of the CAMP.

Food security, economic prosperity and improved quality of life and environment for all the people of South Sudan are envisioned in the agricultural policy framework, with a mission to transform agriculture from a traditional/subsistence system into a modern and socially and economically sustainable sector through a science-based, market-orientated, competitive and

profitable agricultural system, without compromising the sustainability of the natural resource for generations to come. Priorities identified include:¹

- Formulating policies that quickly boost agricultural production;
- Making available agricultural inputs, including credit facilities, at an affordable cost;
- Rehabilitating and expanding rural infrastructure, including feeder roads and markets;
- Developing and providing research and extension services and market linkages;
- Developing and strengthening institutional and human resource capacity; and
- Protecting, regenerating and conserving natural resources and formulating policy incentives for their rational and sustainable management and utilisation.

Participants provided an update of their activities as follows:

The EU has three on-going programmes in 4 States with various IPs coordinated by TA, one of which focuses on improving household food security while the other two focus on increasing smallholder agricultural production.

The Danish International Development Agency (DANIDA) has recently diverted funds from its development agenda in order to meet emergency needs. A large agricultural programme is being implemented together with FAO for emergency response to i) protect livelihoods and food production; ii) ensure coordination of the humanitarian food security cluster; and iii) establish a local grant and service delivery programme that targets rural communities.

The UK Department for International Development (DfID) has three programmes of which two are active in GBG: one with the International Climate-Smart Agriculture Fund which focuses on resilience through asset creation and enhancement, one with GIZ on urban food security and one with the Alliance for a Green Revolution in Africa (AGRA) on grants through the Africa Enterprise Challenge Fund. Funds covering a draft project agreement due in December 2013 with WFP for road improvement were diverted to meet humanitarian needs due to problems with value for money involving the role of Government and maintenance negotiations.

Germany is providing support to the agricultural sector through GIZ and is looking to support local NGOs in States not involved in the conflict. The situation of political crisis in the country is holding back programming.

The Netherlands is focusing on small enterprise development, technical support, business plan development and access to finance/loans, although difficulties have arisen in formally starting up A2F. The Netherlands is looking for an agent to take over the administration of unused funds. It should be noted that commercial loans are not available to most enterprises in South Sudan and the Government of the Netherlands has consulted with 4 commercial banks in the country. Only one, Equity Bank, has accepted a modality for such loans, but on the condition of guarantees, cash collateral and evidence of a sound business plan. A persistent challenge is how to bring financing closer to farmers.

Switzerland is working through IPs, including a project with FAO on agricultural productivity and household food security, one resilience project, an urban poor project, a new project in Western Equatoria with Caritas and an ongoing study with Oxfam on alternative and wild foods.

Canada has several operational projects with a variety of partners, including with the FAO to support farming households and fisheries and with WFP to support the improvement of farm-to-market roads. Programmes are mixed and cover support to subsistence farmers, increased

¹ Clesensio Tizikara and Loro George Leju Ligor (2012). Policy Frameworks and Sector Guiding Principles. In: Post-conflict Development of Agriculture in South Sudan: Perspective on Approaches to Capacity Strengthening. Ministry of Agriculture, Forestry, Cooperatives and Rural Development, Directorate of Research, Extension and Training. Juba. Pp. 22.

production by smallholders, market participation and the improvement of market feeder roads in Western Bahr-el-Ghazal. Programmes cover GBG and Eastern Equatoria and include work on the CAMP with a gender specialist. Current programmes amount to CAD 85 million and CfPs will be announced over the next year for CAD 40 million.

JICA has a smallholder horticulture empowerment programme focused on improving production and market access and is looking at how to support the livestock sector.

The US Agency for International Development (USAID) is funding agricultural development and is in the process of designing a five-year agricultural development programme in Western Equatoria State and a household food security project in Upper Nile State with a possible CfP in December. USAID is currently awaiting direction from Washington as the political crisis situation in the country is holding back programming.

The World Bank is executing a food crisis emergency programme with a focus on agricultural production, safety nets and nutrition security in Northern Bahr-el-Ghazal and is also financing a USD 50 million grant proposal (still in the phase of formulation/approval).

FAO is implementing two EU-funded agricultural development projects and a livestock sector study is ongoing.

The United Nations Industrial Development Organisation (UNIDO) was absent.

UNOPS is improving 7 stretches of road with EU funding. The identification of road routes and maintenance is an ongoing issue which requires operational engagement at State and County levels and policy engagement at national level. Consultations and discussions on community participation alone can take up to nine months.

The World Food Programme (WFP) provides technical secretariat support to a Roads Steering Committee chaired by the Ministry of Roads. In collaboration with the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), the FAO, the World Health Organisation (WHO), UN Women, the United Nations Children's Fund (UNICEF) and the World Bank, WFP is also leading the development of a common resilience action plan and a results and coordination framework.

NB/The report on the resilience context analysis (quantitative and qualitative) will be released on 29 or 30 September 2015. Led by the MAFCRD with WFP serving in the role of secretariat, a resilience platform will also be launched in a 2-day event toward the end of September.

3.2 Consultations in Juba with selected IPs of EU-Funded Projects

Meetings were held with the senior management teams of available FSTP, SORUDEV and ZEAT-BEAD IPs in Juba over two weeks. The purpose of the meetings was to meet the team members, obtain updates on project progress and identify i) their prioritised thematic areas for three performance evaluation consultancies foreseen under this assignment; and ii) the types of support they anticipate needing over the course of the Programme. The following organisations were visited:

- FAO (02/09/2015)
- FAO (04/09/2015)
- UNIDO (04/09/2015)
- World Vision (04/09/2015)
- VSF-G (04/09/2015)
- CWW (08/09/2015)
- NRC (03/09/2015)
- NPA (14/09/2015)

- SNV (08/09/2015)
- HARD (based in Wau)
- PIN (based in Nyamlell)

3.3 Thematic areas identified for Performance Evaluation

Based on consultation with IPs of EU-funded projects, the following three Thematic Areas were identified for performance evaluation: i) Governance; ii) Programme and project coherence; and iii) Value chains.

3.3.1 Governance

The management of Government expectations is an ongoing concern. Ministerial information, including on decisions, agreements and commitments established in high-level meetings, is apparently not being effectively relayed to lower levels of government (e.g. Payams). A number of issues remain unresolved with regard to support to empowerment and capacity development of Government, human resource management, and transfers and capacity building at State and local government levels.

Coordination and communications at Juba level are mostly emergency-orientated, a resilience platform remains largely undefined, and relations with national Government are sporadic. There is a need to establish relevant avenues for the building of consensus through a Government and partners' forum, together with mechanisms for addressing capacity gaps in the field and increasing transparency at State level.

3.3.2 Programme Coherence

Considering Government expectations for capacity building support and continuing concerns around the role of Government and areas in which Ministry staff may be involved in projects, the need to establish a Steering Committee that was highlighted at the start of implementation of the Programme is still relevant.

The potential to create synergies among programme component partners is an evolving issue. Since IPs started their projects at different times, challenges persist as regards the coordination of priorities, the geographical selection and mapping of activities, ensuring programme stability, respecting agreements and building on decisions while adapting to what is possible.

Commitment of resources to technical support between programme components and broader coordination, analysis of the resilience context, information exchange and arrangements for data streaming and the translation of project documents into joint action plans are needed.

3.3.3 Local Value Chains

The extent of engagement of farmers in local markets needs to be examined, value chains to connect food-insecure smallholder farmers to markets better identified and the effectiveness of: i) individual and group resilience strategies; and ii) different models of knowledge, skills and technology transfer and uptake evaluated.

In addition the performance and outcomes of the introduction of functional leadership models, market-orientated extension and group learning methodologies and practices for vulnerable rural households need to be assessed for various vulnerability and targeting scenarios. This is of particular interest where the performance of village or farmer savings and loan associations (accumulation of savings) is expected to have been affected by the availability of food and the performance of the cropping season (and therefore by the subsequent knock-on effect on local (re)investment in technologies and the uptake of improved practices).

A common institutional approach to rural finance mechanisms for value addition is needed, while the role of Government in value chains and public-private partnerships (e.g. water supply, processors and market places) needs further exploration. Means of enabling collective sales by building and linking farmer groups to bigger organisations through networks of cooperatives, civil society organisations (CSOs) and actors along the value chain from production to market also need to be further elaborated.

3.3.3.1 Example of SNV-funded PUMP Fish project

The Netherlands Development Organisation (SNV) is currently preparing a request for a no-cost extension to the project titled “Producing for Urban Markets Project” (PUMP Fish) in Terekeka and Juba Counties of Central Equatoria State. The request should be submitted to the EUD in Juba by 20 November considering the scheduled closure of the project in November 2015.

An ongoing activity is the construction of a fish market in Gundele municipality of Juba. At the centre of a decision on whether or not to proceed with its construction (and to include this in the no-cost extension request) is the timely issuance (by mid-September) of a title deed by the local council to the Ministry of Livestock and Fisheries Industry (MLFI), among other concerns around the viability and sustainability of the fish market in the absence of appropriate arrangements.

SNV is still engaged in stakeholder meetings with Ministries (Livestock and Fisheries, Physical Infrastructure and Housing), Juba City Council, Payam authorities and fish trader cooperatives and associations toward consensus on a viable and sustainable management model for the proposed fish market.

Ongoing problems with similar efforts in the area (e.g. the construction of an abattoir), where local councils committed to providing services to such facilities have underperformed and set a poor precedent, there are insufficient legal and policy provisions and disagreements continue to occur among relevant parties on the management and use of the revenue streams generated, continue to delay the implementation of this activity.

Fish traders seek value for money in the form of rents and fees for services such as daily cleaning of the market, waste disposal, security, maintenance and repairs. With assistance from SNV, representatives of national, State, County, Payam and municipal administrations and authorities are currently reviewing their respective roles and responsibilities and problems with the implementation of existing arrangements. They are endeavouring to ring-fence sources of revenue for use in providing the services that will be needed to sustain the viability of the fish market and are essential to maintaining a productive and healthy work environment and good quality of the products. The introduction of a fish market management committee with executive authority is under discussion.

Problems identified in these discussions are being attributed to the absence of an operational fisheries policy and legal framework. If a public-private partnership for these services is to be pursued, an action plan which identifies technical specifications for the services to be provided, the identification of vendors, contract standards and arrangements, mapping and traceability of funding flows and a contract awarding process may need to be established.

Should SNV decide that the construction of the proposed fish market is premature, alternatives for the reallocation of these funds (approximately EUR 150,000) have been prioritised.

1. Fisheries Centre Offices and Staff Quarters, including operations and maintenance;
2. Establishment of a revolving fund for the procurement of 40 HP boat engines for fish traders;

3. Servicing of the fishing vessel planned to be officially handed over to the Department of Fisheries (who plan to hire it out to fish traders or NGOs for logistical support when conducting activities in the sector) with original spare Yamaha parts.

3.3.3.2 Example of Oxfam Gogrial East Food and Livelihoods Security Project

Oxfam Intermón submitted its final report on this project in August 2015. Implemented in Warrap State since 2012, the project reached 1,660 households (of which 195 were provided with drought-tolerant crops and 120 with wet-season vegetable gardens). Warrap State suffers from intermittent drought and flooding cycles, accompanied by volatile fluctuations in market prices. The project aimed to reduce vulnerability to recurrent shocks, although its success in this aspect is unclear. Its main results included increased production capacity, the successful organisation of farmer groups and the development of community assets. The main activities focused on increased access to farm inputs, the transfer of production practices and skills and the management of seeds and planting materials.

The project formed 20 seed management groups (SMGs) comprised of 200 households (147 male-headed and 53 female-headed) with some 75 hectares under seed production. Some 12 demonstration groups were established, comprised of 90 households (28 male-headed and 62 female-headed). A seed bank (called Louiku, which means “let’s work together”) was set up in Yiik Ador. Some 600 households (303 male-headed and 297 female-headed) participated in a social transfer scheme to build community assets. Beneficiaries produced 200,000 bricks, of which 130,000 were used to build a school and 70,000 were used in the construction of the seed bank. Furthermore, the road connecting Bong village to Yiik Ador market was cleared and levelled. This cash for work (CfW) activity was implemented at the right point of the hungry season to reduce the risk of consumption of productive input resources.

On the whole, the Oxfam Intermón project reports to have met its objectives. It also reports that it should be extended, although what this would cover is not elaborated upon. The project made provisions for unconditional cash transfers to protect household assets in case of a natural disaster or crisis. As this did not occur, unconditional cash transfers were not implemented and could perhaps have been used differently. The project reports point to activities and behavioural change that directly reached targeted individuals and groups as well as indirectly benefiting their neighbours and the wider community (which is encouraging).

The involvement of different stakeholders at all stages of the project cycle increased ownership and visibility of the project initiatives. The planning phase of the project made sure to involve people in important County positions. Group members were encouraged to take up project responsibilities and become group leaders in order to contribute to the continuity of some of the activities. Linking the farmer groups to traders and county centres for technical support will lead to their sustainability.

Fluctuations in the currency exchange rate are an issue that affected the project and requires broader attention by the international community. This could have been better highlighted in the evaluation. Some aspects of project implementation were delayed due to the timing of release of funds to the project and to the fact that resources provided for tools were insufficient to meet beneficiary needs.

The project evaluation recommended to include livestock rearing in addition to the crop production assistance provided to vulnerable households and identified a need to create more local community demonstration farms (rather than just one demonstration farm in each large village). It also recommended comprehensive participatory monitoring and supervision of the project by the Government and identified a need for the capacity building of County officials in project monitoring and evaluation so as to enable them to provide effective feedback on specific interventions. It concluded that the project should be extended building on the practices already developed.

Considering the findings of the project evaluation, project report and EUD monitoring reports a question remains as to whether an exit strategy was developed and implemented as discussed during the monitoring missions, and whether Oxfam intends to remain in the area and deliver support to the project communities. It would have been beneficial to receive more information about the following aspects in the project reports:

- Precise geo-reference locations (GIS) of project/village sites;
- Principles of intervention and operation of the project;
- Vulnerability and targeting criteria of the project;
- Considerations based on age and gender (e.g. adolescent girls/young women);
- Changes in dietary intake (diversity/adequacy) and income (if any);
- Opportunities for the creation of synergies with other sectors;
- Outstanding needs in the communities covered by Oxfam;
- The assistance these communities are likely to need in the future;
- How Oxfam intend to build on this project (if at all);
- Implications of the secondment of Government staff to the project (if any); and
- Recommendations for improved governance and future conditional social transfers, etc.

The project did not provide a good record of production in the target communities, although it does illustrate significant increases in mean area cultivated and in the productivity of various crop types. This should be addressed in the future, with the inclusion of a component for the development of comprehensive community food balance sheets, the provision of training in crop and food supply estimation techniques and planning to meet broader community dietary needs. The project is clearly highly relevant and was successful in fulfilling what it set out to achieve toward improving livelihood outcomes. The project's case for increased community resilience could however have been improved by: i) a review of the terms in the project title; ii) a synopsis of how the project addressed specific risk factors (as well as the intermittent cyclical threat of drought and flooding and the general effects of volatile market prices); and iii) a review of its impact on the overarching objectives of the EU programme, i.e. increased food production and farmers' income.

3.4 Update on EU-RDP Implementation Progress in the GBG Region

3.4.1 ZEAT-BEAD Partners

3.4.1.1 FAO – EUR 13.5 million (Inception Report Received)

The Food and Agricultural Organisation (FAO) has recruited most of its project staff except for the programme manager (whose recruitment is almost concluded). Offices are established in Wau within the United Nations Mission to South Sudan (UNMISS) compound and the FAO still shares a facility with the Ministry of Agriculture, Forestry, Cooperatives and Rural Development (MAFCRD). The FAO has participated in two quarterly review workshops and baseline surveys, assessments, State-level work plans and the establishment of a project cycle management and M&E system have been initiated. The Programme has been refined with a revised logframe and project proposal. The FAO has held informative meetings with all SORUDEV partners to gain a better understanding of the Village Savings and Loan Association (VSLA) approach and has engaged a consultant to assess the feasibility of rural financing mechanisms (institutional, VSLA and the matching of funding with a focus on producer groups).

Geographical areas for ZEAT-BEAD implementation have been selected down to Payam level. State-level planning in all 4 States with Government ministries and stakeholders is finalised.

3.4.1.2 GIZ – EUR 3.9 million (Inception Report Received)

The GIZ project office is fully set up and functioning in Wau with a manager in place and the inception report is now ready to be submitted (following a couple of days' delay). The best time

to visit GIZ in the field for monitoring purposes should be the week of 2-7 November. GIZ will replace the Aweil rice mill with a store in Kanji (between Wau and Aweil). There is potential to collaborate with UNIDO in some areas to enhance capacity building around the development of infrastructure. GIZ has also received funding from BMZ and DfID for value chain development.

3.4.1.3 UNIDO – EUR 2 million (Inception Report Received)

The United Nations Industrial Development Organisation (UNIDO) has submitted its inception report. Value chain analyses have been conducted in Lakes State for groundnut, sesame, hides and skins, sorghum, rice, poultry and fisheries. A final Value Chain Analysis report is expected and the work plan for the year has been finalised.

3.4.2 *SORUDEV and FSTP Partners*

Western Bahr-el-Ghazal State

3.4.2.1 HARD (SORUDEV) – EUR 2.22 million

To be met at a later date in Wau.

Northern Bahr-el-Ghazal State

3.4.2.2 Concern Worldwide (SORUDEV and FSTP) – EUR 3.26 million

Concern Worldwide (CWW) have registered 4,200 beneficiaries (300 remain), trained 81 lead farmers and supported them with inputs. Farmers have experienced a very long spell of drought which killed all crops that were initially planted. As a result CWW distributed a second round of seed for multiplication. Training on animal traction was conducted; however, since farmers and farming groups faced a problem of price manipulation by agro-dealers, this activity has been delayed. Routine market prices are being collected, VSLA training has been completed and a total of 132 groups have been formed (85 initially and 47 recently). A 60% reduction in savings has been observed due to food shortages among households, exacerbated by increased costs, especially of transportation. Collaboration with the MAFCRD has improved and a monitoring mission by Government authorities took place in August 2015. The need to build the capacity of national NGO partners remains a challenge.

3.4.2.3 PIN (FSTP) – EUR 1.36 million

To be met at a later date in Nyamlell.

Warrap State

3.4.2.4 NRC (SORUDEV) – EUR 2 million

The replacement of the Project Manager is expected very soon and project implementation is on course. Work with national partners is challenging due to weak capacity and performance. To date 183 VSLAs have been formed with over 60% female membership.

3.4.2.5 VSF-G and World Vision (FSTP) – EUR 3.16 million

VSF-Germany

VSF-G has experienced Government interference in ox-plough distribution. National partners do not fully understand their roles and have requested more than the project provides. Veterinary medicines are now being supplied through Community Animal Health Workers (CAHWs) and agro-dealers. Young vet clubs have been established for young people and children. VSF-G has trained 26 CAHWs, recruited and trained 20 extension workers, established 4 Farmer Field

Schools (FFS) with 82 learners, selected and trained 30 trainers of trainers (ToTs) and have visited and consulted with agro-dealers and young farmers/vets.

World Vision

Partnership between World Vision and the healthcare organisation THESO has been restored. A baseline survey has been completed and a report written. World Vision has completed the refresher training of 16 master trainers, 25 FFS facilitators, 40 lead farmers, 16 community volunteers and 19 staff involved in Farmer-Managed Natural Regeneration. In addition 50 women have been trained in garden development and 50 treadle pumps have been distributed to 50 groups. An assessment for the construction of 15 granaries has been completed. As of July 2015 World Vision had spent 64% of its Year 1 budget (EUR 610,243).

Lakes State

3.4.2.6 NPA (SORUDEV) – EUR 2.22 million

Norwegian People's Aid (NPA) has been active since 2008 in land use mapping in the State with a view to resolving conflict. Initial discussion with UNOPS has stalled due to differences in opinion concerning the resource requirements for proposed joint road rehabilitation activities. Discussion is ongoing with the State Governor regarding the road proposed by UNOPS for rehabilitation. The NPA SORUDEV project started in May 2014 and is now in its second year. NPA informed that the project is progressing well despite the problems affecting the region. The Boma-level geographical coordinates of the project are still being confirmed. Priority areas for follow-up research include: i) VSLA methodology and other strategies, principles and policies for access to inputs; ii) the role to be played by CBOs in the linking of producers to markets; iii) the participation of farmers' groups in planning and extension approaches; and iv) strategies for the stimulation of input and output small stockists and marketing actors.

3.5 Steering committee

On the occasion of the 3rd QRM in Wau (26-28 May, 2015) the establishment of a SORUDEV and ZEAT-BEAD joint programme steering committee structure was discussed and agreed among participants. The meeting was informed that a National Steering Committee to provide guidance and oversight is necessary for all EU funded programmes, and that stakeholders should include government, implementing partners and the beneficiaries. Government should own it, and beneficiaries need to be represented. **A representative of each of the four States targeted by the project** and one each from the **National Ministries of Agriculture and Animal Resources** should be part of the National Steering Committee. Other stakeholders can be invited when relevant. Smaller committees at State level, State Steering Committee, including County, Payam and beneficiary representatives shall be also organised. The Steering Committee will counsel on the overall direction and policy of the programme, and will be chaired by the beneficiary State Governments on a rotating basis and co-chaired by the EU Delegation. This committee will not have a decision-making responsibility. Considering what has been agreed during the meeting and the EU contractual requirements, the following features have to be followed:

- The National Steering Committee is to be held twice a year for SORUDEV and twice a year for ZEAT-BEAD.
- The Quarterly Review Meeting will be held on rotating basis, chaired by the beneficiary State Governments. Each will be approximately two days in duration. The first day will be dedicated to the National Steering Committee of one of two EU funded programmes, namely SORUDEV or ZEAT BEAD. EU IP Agencies must draft their reports to the steering committee according to the EU Project Cycle Management (PCM) guideline and circulate them at least a week in advance of scheduled steering committee meetings.

- The steering committee should conduct a six monthly review of proposed work plans for the next period (Annual Plan) and of progress and performance to date, and draw conclusions on its efficiency and effectiveness. Discussions during the steering committee meeting should clarify whether each project is on track or if any activity has been delayed, is solving the problems identified and achieving the expected results, and whether the direct beneficiaries are satisfied.
- The second day of each Quarterly Review Meeting will constitute a forum to discuss common issues, preceded by 10-minute thematic results presentations (9 in total) by each of the SORUDEV or ZEAT BEAD (depending on who is presenting on day 1) and FSTP Implementing Partners. UNOPS and WFP will also make a presentation on roads rehabilitation;
- Relevant line ministries from the host states shall be invited while only one representative from the other states (focal person) will be present. Ministry projects focal persons should be involved in projects monitoring. The contact details of the selected Government stakeholders at all levels, and specification of their function within the Programmes, shall be communicated to EUD.
- Project monitoring reports by EU TA partner Agencies, NGOs and national and state government services shall be shared among all concerned parties, including focal persons.
- A specific website will be created, where all the monitoring, inception, interim and progress reports and technical documents will be uploaded and made publicly available for viewing and downloading.

Tentative work plan for the Quarterly Review Meetings

Partners	Wau	Rumbek	Aweil	Kuajok
Sorudev				
Concern Worldwide	QR	SC	QR	SC
HARD	QR	SC	QR	SC
Norwegian Refugee Council	QR	SC	QR	SC
Norwegian Peoples Aid	QR	SC	QR	SC
Zeal Bead				
GIZ	SC	QR	SC	QR
UNIDO	SC	QR	SC	QR
FAO-IS	SC	QR	SC	QR
FAO Pastoralist Education	SC	QR	SC	QR

SC = National Steering Committee, the selected organization will present the report for the steering committee. QR = Quarterly review, participation in the forum to discuss common issues, preceded by 10 minute thematic results presentations (in total 9) by each of the SORUDEV or ZEAT BEAD and FSTP Implementing Partners including UNOPS and WFP.

4 Indicative Work Plan

4.1 Meetings with Implementing Partners in Juba

Two periods of consultation with IPs in Juba are anticipated; the first in September 2015 and the second in January 2016.

4.2 Briefings of Sector Donor Working Group

Planned for 10 September and toward the end of the assignment, presentations will be given to the Donor Working Group on Agriculture and Livelihoods in Juba with the aim of informing and updating the donor group on the strategy of the European Commission in South Sudan on rural development, particularly in the Greater Bahr-el-Ghazal (GBG) region. The briefing will be used to explain the decision of the EUD to move toward a more integrated developmental approach to the addressing of household food insecurity in the four States of Greater Bahr-el-Ghazal and give details of the June 2014 Wau Resolution.

4.3 Update of Monitoring Reports

Monitoring is scheduled to take place over six months. A tentative plan has been developed which will be checked and confirmed each month with partners. There will be two sets of visits: one to conduct routine monitoring (including the evaluation mission, which will begin with ZEAT-BEAD IPs and proceed (time allowing) to some of the SORUDEV and or FSTP IPs; and another to provide technical extension support to IP field staff and their Government counterparts in the field, particularly in the distribution and use of the agricultural extension guides developed for the programmes.

4.4 Quarterly Review Meetings

The fourth Review Meeting of the Food Security Programme is planned to be held in Wau (Western Bahr-el-Ghazal State) from 28 September to 1 October 2015 and the fifth meeting is tentatively scheduled to be held in Rumbek (Lakes State) from 18 to 31 January 2016. The purpose of the meetings is: i) to review planning and progress made by all IPs, including their achievements, results and challenges (what is working, problems and means of overcoming them, the adjusting of work plans where necessary, critical issues (if any) involving the internal and/or external project environment, evolving gaps and their implications and key decisions on both remedial and forward planning); ii) to establish a Programme Steering Committee; and iii) to launch the ZEAT-BEAD programme implemented by FAO, GIZ, UNIDO and UNOPS.

4.5 Thematic Workshops

Themes to be covered by the SORUDEV technical review workshops (2 to 3 days each, one in Warrap and one in Lakes State) will be identified during the fourth Food Security Programme Review Meeting. Options include village savings and loan associations (VSLAs), methods of communication and of knowledge and skill transfer, animal traction and the dissemination of extension materials (once these are published). It is anticipated that these will be facilitated by invited experts from universities, colleges etc.

4.6 Guidelines

The extension materials prepared will be presented in training of trainer (ToT) sessions to frontline Payam-level extension supervisors, together with a session covering the formulation of training plans. These technical guidelines to agricultural extension have been validated by all stakeholders including Government and are ready for circulation. An event is planned to launch the guides with Government endorsement in Juba and initiate the distribution and dissemination of printed copies. It was decided by the EUD that this is ambitious at this stage, and that NGO IPs should first be approached to cover the cost of printing the materials. The cost of printing

the set of three booklets (one on crop production, one on livestock production and one set of general guidelines including community mobilisation, FFS and VSLAs) is estimated to be EUR 32,000 (with 100 sets per State and 300 to be distributed to institutions, amounting to about 4,000 booklets in total).

4.7 Thematic Evaluations

A mission will be fielded for a maximum of 50 working days to: i) evaluate how the SORUDEV and ZEAT-BEAD IPs are performing in specific areas; ii) identify where synergies should be developed; and iii) provide recommendations to relevant stakeholders. One mission of two persons is anticipated to cover the thematic areas identified. It is proposed that this mission be fielded in December or January as highlighted in the work plan below.

4.8 Final Report

The final report will include recommendations to IPs and the EUD based on coordination activities and field visits to report on the progress of identified on-going NGO projects. This will include analysis of their statutory reports and correspondence related to the EU Delegation's contract management role. In view of the requirement that the final report be drafted within one month of completion of the assignment and considering the scheduling of holidays for the team members, the draft final report will be submitted in February 2016.

5 Indicative Work Plan – 17 August 2015 to 13 February 2016

1) Key Expert 1 - Agronomist - Monitoring & Evaluation Specialist/Team Leader

	Activities	Aug	Sept	Oct	Nov	Dec	Jan	Feb
1	Meetings EUD							
2	1 st set of Meetings with Implementing Partners in Juba							
3	1 st Meeting Agriculture and Livelihoods Donor Working Group							
4	1 st set of Meetings with Implementing Partners Wau							
5	Update of Monitoring Reports							
6	Monitoring Reports and Quality Control							
7	4 th Quarterly Review Meeting							
8	4 th Quarterly Review Meeting Report							
9	Expert 1-TL Out of country							
	Expert 2 Out of country							
10	1 st set of Field Monitoring Visits							
11	Monitoring Reports and Quality Control							
12	2 nd set of Meetings with Implementing Partners Wau							
13	Expert 1-TL Out of country							
	Expert 2 Out of country							
14	Thematic Evaluation (either/or)							
15	Thematic Evaluation Report and Quality Control							
16	2 nd set of Meetings with Implementing Partners in Juba							
17	2 nd Meeting Agriculture and Livelihoods Donor Working Group							
18	5 th Quarterly Review Meeting							
19	5 th Quarterly Review Meeting Report							
20	2 nd set of Field Monitoring Visits							
23	Monitoring Reports and Quality Control							
24	Draft Final Report and Quality Control							
25	EUD review of final report							
26	Comments on Draft Final Report							
27	Finalisation of Final Report							
27	Quality control and submission							
23	Approval of Final Report							

6 Detailed Activity Schedule – 17 August 2015 to 13 February 2016

6.1 Key Expert 1 - Agronomist - M&E Specialist/Team Leader (1st trimester) +

Month	Date	Location	Activities	Work Days	Field Days
			Total Number of working days in Sep	23	
SEPT	1-6	Juba	Meetings FAO, GIZ, UNIDO, VSF, World Vision, NRC; comments Oxfam FSTP final report	4	
	7-13	Juba	Inception meeting (SORUDEV/ZEAT-BEAD) , Agric./Livelihoods Donor Working Group Meeting, Write inception Report	5	
	14-20	Juba-Wau	Travel Juba-Wau	5	
	21-27	Wau	Eid-al-Adah (23-25 Sept) – Review FAO, GIZ, UNIDO inception reports	5	
	28-30	Wau	4th QRM - 29 Sept-01 Oct (1 day Saturday) Send comments FAO, GIZ, UNIDO inception reports	4	
			Total Number of working days in Oct	12	
OCT	1-4	Wau	4th Quarterly Review (29 Sept-01 Oct) - Reporting	2	
	5-11	Wau-Juba	Juba-Rome 09 Oct – Preparation of TOR for Thematic Evaluations	5	
	12-18	Rome	Out of country – 5 days report writing	5	
	19-25	Rome	Out of country	0	
	26-31	Rome	Out of country	0	
			Total Number of working days in Nov	21	
NOV	1-8	Juba-Wau-Aweil-Kwajok-Wau	Rome-Juba 1 Nov; Juba-Wau – 2 nd Nov; GIZ (Wau-Aweil-Kajok-Wau) – 7 days 2-8 Nov	5	
	9-15	Wau	Field Monitoring Visit to <u>HARD</u> - WBEG	5	
	16-22	Aweil/ Nyamlell	WARRAP ROM Mission FSTP: (VSF, World Vision, Concern, PIN) - 18 to 24 Nov – World Vision/VSF	5	
	23-30	Aweil/ Nyamlell	Field Monitoring Visit to <u>CONCERN</u> - NBEG	6	

+ 4 Working days in August, 6 days total in August 2015

6.2 Key Expert 1 - Agronomist - M&E Specialist/Team Leader (2nd trimester)

Month	Date	Location	Activities	Work Days	Field Days
			Total Number of working days in Dec	14	
DEC	1-6	Wau	Reporting Field Monitoring Visit	4	
	7-13	Rumbek	World Aids Day (01 December) – Field Monitoring Visit to <u>NPA</u> - Lakes	5	
	14-20	Rumbek	Reporting Field Monitoring Visit	5	
	21-27		Out of country	0	
	28-31		Out of country	0	
			Total Number of working days in Jan	16	
JAN	1-10		Out of country	0	
	11-17	Juba-Alek-Wau	Second Partners Meeting in Juba. Travel Juba-Alek-Wau; Field Monitoring Visit to <u>NRC</u> – WARRAP	5	
	18-24	Wau-Rumbek	Travel Wau-Rumbek; Facilitate 5 th QRM	6	
	25-31	Rumbek-Wau	Travel Rumbek-Wau	5	
			Total Number of working days in Feb	10	
FEB	1-7		Prepare Draft Final Report	5	
	8-14			5	
	15-21			0	

6.3 Key Expert 2 - Extension Services Specialist (1st trimester) ++

Month	Date	Location	Activities	Work Days	Field Days
			Total Number of working days in Sep	23	
SEP	1-6	Juba	Visit to UNHAS to finalise arrangement for travels across the country; Visits to FAO, GIZ NRC VSFG, WVI, UNIDO for programme update from senior management staff in Juba; Planning for the trimester	4	
	7-13	Juba	Work on Inception Report; Meeting with Concern Worldwide senior management staff in Juba; Meeting with EUD SORUDEV and ZEAT BEAD Prog Managers and finalise planned presentation to the Donor Round Table; Work on the draft report on presentation and book travel to Wau	5	
	14-20	Juba-Wau	Travel Juba-Wau; Continue work on inception report; Finalise logistics arrangement within town and accommodation; Commence preparation for 4th QRM; Visit and hold meeting with the HARD senior management staff	5	
	21-27	Wau	Prepare for the 4 th QRM	5	
	28-30	Wau	Receive participants of 4th QRM; Facilitate 4th QRM Day 1 and Day 2; Launch of the ZEAT BEAD;	4	
			Total Number of working days in Oct	12	
OCT	1-4	Wau	Facilitate the departure of 4th QRM participants; Commence writing of the 4th QRM report	2	
	5-11	Wau	Writing of the 4th QRM report, circulation, and finalisation	5	
	12-18	Nigeria	Out of country	0	
	19-25	Nigeria	Out of country	0	
	26-31	Aweil	Travel Juba-Aweil; Field Visit GIZ AMTIP; Draft field report	5	
			Total Number of working days in Nov	21	
NOV	1-8	Aweil-Kuajok-Wau	Travel Wau-Aweil-Kuajok-Wau; Field Visit GIZ AMTIP; Draft field report	5	
	9-15	Wau-Juba-Wau	Travel Wau-Juba-Wau; Launch of extension booklets; Administrative office related work	5	
	16-22	Wau	Work with HARD; Draft Field report	5	
	23-30	Wau-Rumbek	Travel Wau-Rumbek; Work with NPA in Rumbek	6	

+ 11 Working days in August, 14 days total in August 2015

6.4 Key Expert 2 - Extension Services Specialist (2nd trimester)

Month	Date	Location	Activities	Work Days	Field Days
			Total Number of working days in Dec	9	
DEC	1-6	Rumbek-Wau	Travel Rumbek-Wau; Work with FAO Agropastoralist Program in Rumbek	4	
	7-13	Wau	Work with FAO – IS; Draft Field report	5	
	14-20	Nigeria	Out of country	0	
	21-27	Nigeria	Out of country	0	
	28-31	Nigeria	Out of country	0	
			Total Number of working days in Jan	15	
JAN	1-10	Nigeria	Out of country	0	
	11-17	Juba-Alek-Kuajok-Wau	Travel Juba-Alek-Kuajok-Wau; Work with NRC in Alek, and WVI in Kuajok	5	
	18-24	Wau-Rumbek	Travel Wau-Rumbek; Facilitate 5 th QRM	5	
	25-31	Rumbek	Write 5 th QRM meeting report	5	
			Total Number of working days in Feb	9	
FEB	1-7	Rumbek-Juba	Briefing; Complete final report	5	
	8-14		Finalise report on launch of extension technical guides and guidelines, 2 extension package TOT workshop, and two quarterly review meetings report (September 2015 Wau, January 2016 Rumbek)	4	
	15-21			0	

7 Reporting Schedules

7.1 ZEAT-BEAD Projects

Project Code			Program Manager	Project Type	IP	Pproject	Location/State	End Date	Start Date	Contract Value	Recommended Action
			Paolo	ZEAT-BEAD	FAO	Improved basic technical, literacy	Based in Rumbek, Lakes State	Jan-18	Feb-15		Inception Report Received
			Paolo	ZEAT-BEAD	FAO	Supply of agricultural and livestock	Based in Wau WBG	Jan-20	Feb-15	12,500,000	Inception Report Received
			Paolo	ZEAT-BEAD	GIZ	Agricultural marketing and	Based in Wau, WBG	Jan-18	Mar-15	4,000,000	Inception Report Received
			Paolo	ZEAT-BEAD	UNIDO	Enhanced local value addition and	Based in Wau, WBG	Jan-17	Feb-15	30,000,000	Inception Report Received

7.2 SORUDEV Projects

Project Code			Programme Manager	Project Type	IP	Pproject	Location/State	End Date	Start Date	Contract Value	Recommended Action
FED	2014	333511	Riccardo	SORUDEV	NRC	Increased agricultural production	Based in Alek, Warrap State.	Jan-17	May-14	2,000,000	1 st Interim Rep Rec.
FED	2013	333512	Riccardo	SORUDEV	NPA	Strengthening Smallholder Animal	Based in Rumbek, Lakes State	Feb-17	Feb-14	2,000,000	1 st Interim Rep Rec.
FED	2013	333-492	Riccardo	SORUDEV	HARD	Smallholder Food Security and	Based in Wau, Western Bahr	Feb-17	Feb-14	2,000,000	1 st Interim Rep Rec.
FED	2013	333510	Riccardo	SORUDEV	CWW	Implementation of SORUDEV	Based in Nyamlel, Northern	May-17	Jun-14	2,000,000	Adendum April 2015

7.3 FSTP Projects

Project Code			Programme Manager	Project Type	IP	Pproject	Location/State	End Date	Start Date	Contract Value	Recommended Action
DCI-FOOD	2014	337931	Gabriel	FSTP	PIN	Resilient agriculture for improved	Based in Nyamlel, Northern	Nov-16	Sep-14	1,360,000	Inception Rider
DCI-FOOD	2014	337937	Gabriel	FSTP	VSF	Food security through enhancing	Based in Lunyaker, Warrap	Aug-17	Aug-14	1,500,000	Inception Rider
DCI-FOOD	2014	337933	Gabriel	FSTP	WV	Productive, sustainable and	Based in Kuajok, Warrap State	Oct-17	Nov-14	1,200,000	Inception Rider
DCI-FOOD	2014		Gabriel	FSTP	CWW	Improved food security, livelihoods	Based in Nyamlel, Northern	Nov-17	Dec-12	1,360,000	Inception Rider

8 Projects Monitoring Actions 2013-2015

8.1 May 2013 to July 2014 Cardno (Steven Hind)

<u>Project</u>	<u>Date Monitored</u>
SNV-PUMP	05 2013
VSF Germany FSTP	09 2013
Hope Agency FSTP	09 2013
Concern Worldwide FSTP	10 2013
SNV-PUMP	06 2014

8.2 Aug 2014 to December 2014

<u>Project</u>	<u>Date Monitored</u>
-	-

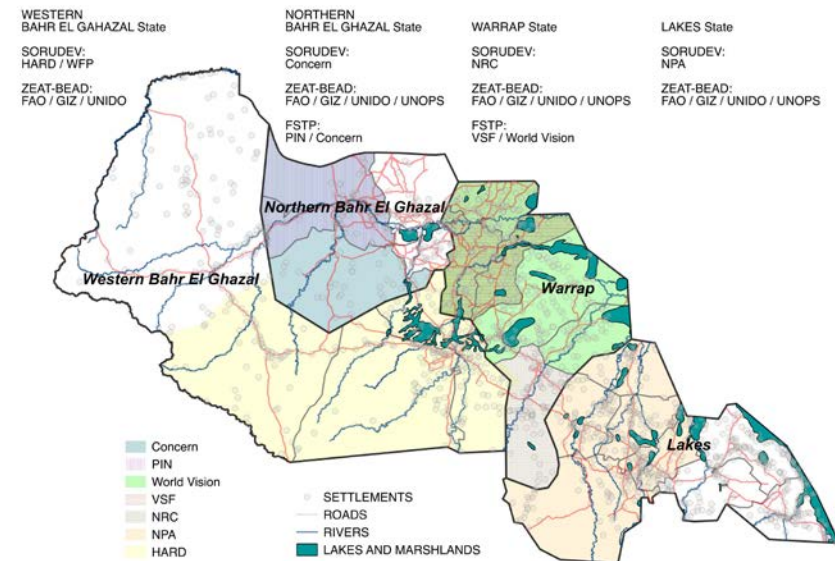
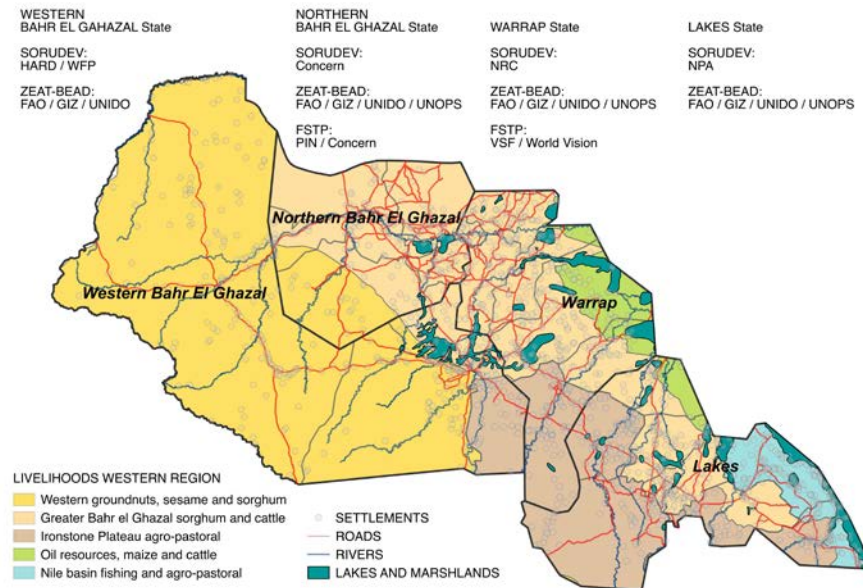
8.3 Jan 2015 to July 2015 Cardno (Emmanuel Minari)

<u>Project</u>	<u>Date Monitored</u>
HARD SURODEV	02 2015
VSF Germany FSTP	02 2015
PIN FSTP	04 2015
Concern Worldwide FSTP	06 2015
Concern Worldwide SURODEV	06 2015
NPA SURODEV	06 2015
SNV-PUMP	07 2015
NRC SURODEV	07 2015

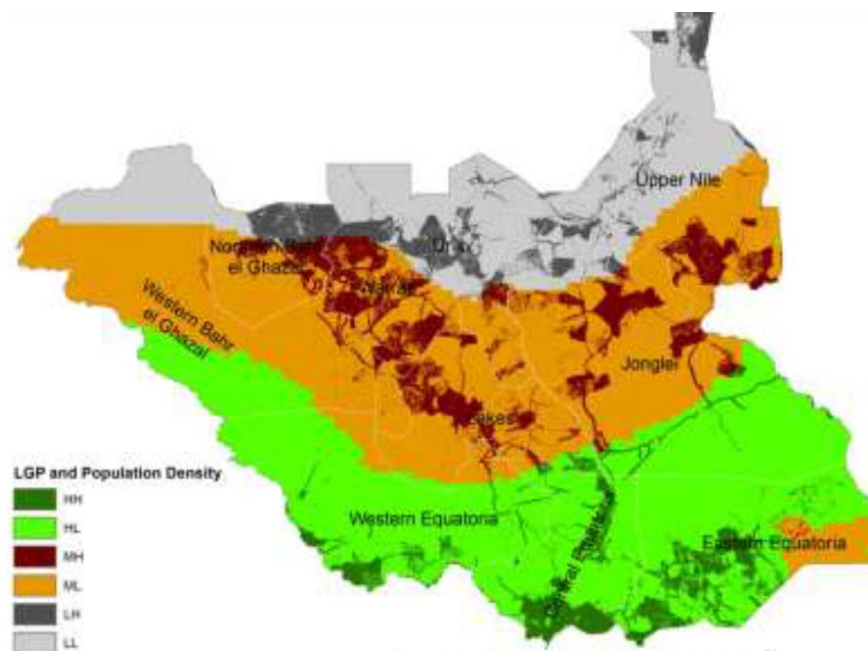
9 List of Monitoring Reports Prepared in 2015

Mission Dates	Project Title and Operational Area	Implementing Partner(s)	Project Status as of July 2015
21 to 23 Feb 2015	Smallholder Food Security and Livelihoods Project, implemented in Jur River, Wau and Raga Counties, Western Bahr-el-Ghazal State	HARD	Implementation is on-going. The mid-term evaluation is due in a few months
02 to 09 Jun 2015	Implementation of the SORUDEV smallholder component in Northern Bahr-el-Ghazal State	CWW	Implementation on-going. Mid-term evaluation due.
14 to 16 Jul 2015	Increased agricultural production and income for smallholder farmers affected by displacement in Warrap State	NRC	Implementation on-going. Mid-term evaluation due.
09 to 12 Jun 2015	Strengthening Smallholder Animal Traction Capacity and Extension Services in Lakes State	NPA	Implementation on-going. Mid-term evaluation due.
17 to 21 Apr 2015	Resilient agriculture for improved nutrition (RAIN), implemented in Aweil West and North Counties, Northern Bahr-el-Ghazal State	PIN/Cesvi	Implementation is on-going. The Inception Rider has been concluded
02 to 09 Jun 2015	Improved food security, livelihoods and resilience for vulnerable target populations in Northern Bahr-el-Ghazal State	CWW	Implementation is on-going
15 to 19 May 2015	Improving food and nutrition security for vulnerable groups through the adoption of more productive, sustainable and resilient agricultural livelihood strategies in Warrap State	WV Germany	Implementation is on-going
23 to 27 Feb 2015	Food security through enhancing sustainable agricultural production (FESAP), implemented in Gogrial East and West Counties, Warrap State	VSF Germany	Implementation is on-going. The first Interim Report is due in November 2015
10 to 13 Jul 2015	Producing for Urban Markets Project (PUMP Fish), implemented in Terekeka and Juba Counties, Central Equatoria State	SNV	The project will officially end on 20 November 2015. <u>No-cost extension request likely in September 2015.</u>
19 to 20 Feb 2015	Gogrial East Food and Livelihoods Security Project, implemented in Gogrial East County, Warrap State	Oxfam Intermón	The project ended on 28 February 2015. Final reports submitted and the project has been officially <u>closed</u> .
18 to 23 Mar 2015	Increased Food Security and Sustainable Livelihoods for Poor and Marginalised Households, implemented in Wau and Jur River Counties, Western Bahr-el-Ghazal State	ICCO	The project ended on 31 March 2015. Final reports submitted and the project has been officially <u>closed</u> .
07 to 13 Apr 2015	Fostering resilience, asset development and livelihood expansion for crisis-affected populations, implemented in Abyei Administrative Area and Twic County, Warrap State	GOAL Ireland	The project <u>ended</u> on 31 May 2015. The Final Report and related documents are due.
27 to 30 Apr 2015	Programme for Economic Reintegration and Livelihoods Enhancement (PEARL), implemented in Northern Bahr-el-Ghazal State	DRC	The project will officially <u>end on 20 November 2015</u> and is expected to be closed as scheduled

10 SORUDEV and FSTP Partner Project Areas



Patterns of population density, agriculture potential, and agro climatic zones ²



² HH: (length of growing period) LGP >220 days per year and population density ≥ 10 per km²; HL: LGP >220 days per year and population density <10 per km²; MH: LGP between 180 and 220 days per year and population density ≥ 10 per km²; ML: LGP between 180 and 220 days per year and population density < 10 per km²; LH: LGP < 180 days per year and population density ≥ 10 per km²; LL: LGP < 180 days per year and population density <10 per km². Source World Bank (2012)

11 Key Contacts

See attached file.

12 Key Documents

12.1 Key Policy Documents

1. South Sudan Development Plan 2011-2013 (ext 2016). Council of Ministers, July 2011. Pp. 350 (<http://goo.gl/HWyoIp>)
2. South Sudan Development Initiative (<http://www.grss-mof.org/?p=239>)
3. National Agriculture and Livestock Extension Policy (NALEP). Ministry of Agriculture and Forestry (MAF). Ministry of Animal Resources and Fisheries (MARF). Juba, November 2010. Pp.60
4. Comprehensive Agricultural Development Master Plan (CAMP) Reference for the Development of Project Profiles. Juba, October 2014. Pp. 38.
5. CAMP Themes : Reconstruction and Recovery, Food and Nutrition Security, Economic Growth and Livelihood Improvement, Agricultural Transformation, Institutional Development and crop, livestock, forestry, fisheries subtheme priorities. Xls.
6. Irrigation Development Master Plan : Proposed Areas/Sites Based on Potential.
7. Key Points in the "Wau Resolution". Wau, July 2014. Pp.1

12.2 Key Reference Documents

1. Situation Analysis and State Profiles. Ministry of Agriculture, Forestry, Cooperatives and Rural Development, Ministry of Livestock and Fisheries Industries, Ministry of Electricity, Dams, Irrigation and Water. Japan International Cooperation Agency (JICA). Juba, December 2013. Pp. 688.
2. Livelihood Zone Databook. Ministry of Agriculture, Forestry, Cooperatives and Rural Development, Ministry of Livestock and Fisheries Industries, Ministry of Electricity, Dams, Irrigation and Water. Japan International Cooperation Agency (JICA). Juba, September 2014. Pp. 430.

12.3 Key Reports

- Implementation Model : Participatory Guide. Juba, September 2014. Pp.25
- Implementing Partner (HARD, Concern, NPA, NRC) description of beneficiaries. Ppt.
- Smallholder Programme Harmonization Workshop, Wau, July 2014. Pp. 28.
- 1st Quarterly Review Meeting Report and Ppt. Rumbek, October 2014. Pp. 28
- 2nd Quarterly Review Meeting Ppt. Aweil, February 2015. Ppt. 22 presentations
- 3rd Quarterly Review Meeting Report. Wau, May 2015. Pp. 38. + 20 Ppt.

12.4 Key Programme Documents

Zeal-BEAD:

3. Action Fiche for South Sudan - Improved Food Security and Income for Rural Smallholders in South Sudan
4. Annex II to financing agreement N°24600 technical and administrative provisions
5. Description of Actions :
 - GIZ: agricultural marketing and transformation investments
 - FAO: sustainable strengthening of extension, inputs supply and services
 - UNIDO: local value addition and strengthening of value chains
 - UNOPS: feeder road construction in support of trade and markets

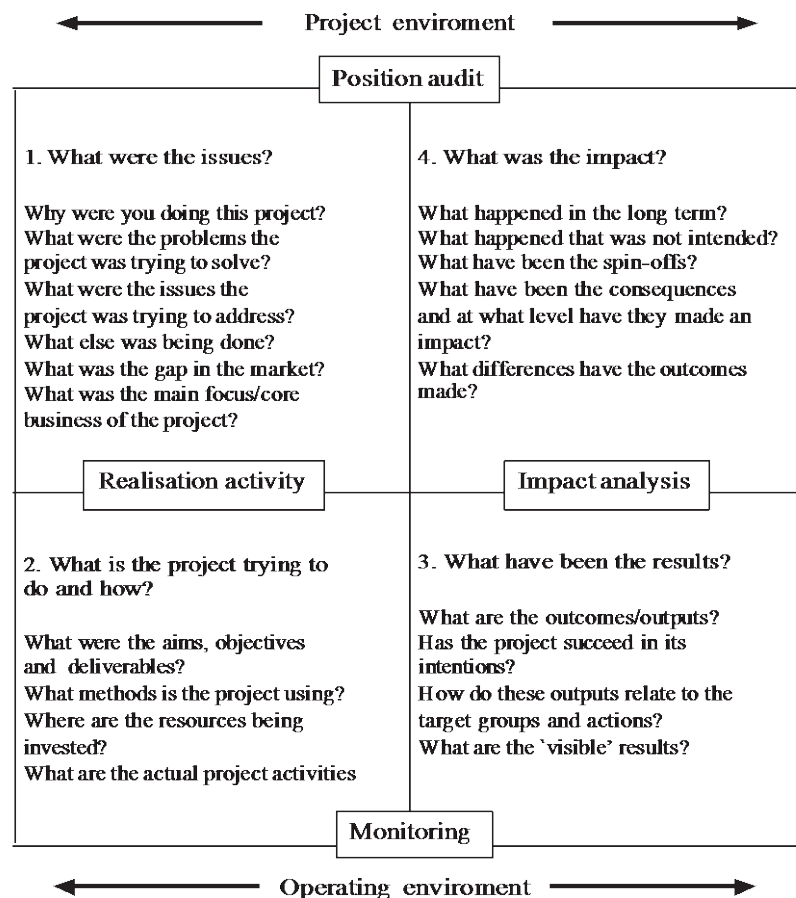
SORUDEV:

6. Action Fiche for South Sudan - South Sudan Rural Development
7. Annex II to financing agreement N°150911 technical and administrative provisions
8. Description of Actions :
 - HARD: smallholder livelihoods and food security (wbeg).
 - CWW: smallholders' component (nbeg).
 - NRC : production/income of displaced smallholder farmers (warrap)
 - NPA: smallholder animal traction capacity and extension services (lakes)

FSTP:

9. Pro-Resilience Action (PRO-ACT): building resilience through crisis prevention and post-crisis response strategy
10. South Sudan Rural Development Smallholder Component - Programme brief for head of implementing agencies
11. Description of Actions :
 - PIN: resilient agriculture for improved nutrition (nbeg)
 - Concern: food security, livelihoods and resilience of vulnerable groups (nbeg)
 - VSF : sustainable agricultural production (warrap)
 - W Vision: productive, sustainable and resilient agricultural livelihood strategies (warrap)

13 Key Questions to Implementing Partners



A starting point within which to ask more focussed questions, depending on which dimensions of performance there is interest, that is helpful in providing an overview of the project lifecycle - assuming that there are 4 sequential stages. At each stage there are key areas of investigation. Crucially, the first box (issues) and the last (impacts) are concerned with the project in context – where the project is located in the wider world and how it impacts on its external environment. The second box (activity) and the box (results) address the internal world of the project and how it operates. This can be used in conjunction with a 'systems approach' model that focuses more on the concrete operations, processes and products.

14 Grant Project Monitoring Report Format

<IMPLEMENTING PARTNER – <PROGRAMME> PROJECT <MONTH> 2015

1. Project General Data

Contract beneficiary	
Project Title	
Project ref. CRIS	
Date of visit	
Location	
Monitoring Officers	
Start date	
End date	

2. Financial Data

Total EC contribution	
Total spent by project to date (EUR)	
Balance of funds released to date	
Anticipated date of next request/ release of funds	
Anticipated amount of next request/ release of funds	

3. Monitoring Data

3.1 Key findings/summary of progress

The overall objective

The specific objective

Strategy/Results (outputs/outcomes) Progress/Achievements/Recommendations

Main strengths:

Main weaknesses:

3.2. Challenges which adversely impact(ed) project implementation and action taken to address problems

Challenges (as highlighted in previous <month year> monitoring reports)	ACTION TAKEN BY <implementing partner> (As per EU Monitoring Visit in <month year>)	ACTION TAKEN BY <implementing partner> (As per EU Monitoring Visit in <month year>)

Additional Challenges identified during the TA mission in <month year>

KEY CHALLENGES	ACTION TAKEN BY <Implementing partner>

3.3. Further actions required

3.4 Changes to project context

3.5 Progress toward achieving project objectives In Summary: (See details in Annex 2 below)

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

3.7 Sustainability of the Action

3.8 Cross-cutting and other issues

4. Summary of follow-up actions and responsibility

#	Action to be taken	Responsible	Deadline

Annex 1: Location, people met and activities visited by TA <Programme>

Date	Location	Meeting Objective/Organisation	Name/Role/Gender

Annex 2: Progress toward achieving project objectives

Intervention logic	Objectively verifiable indicators of achievement	Achievement (TA Monitoring in <month year>)	Achievement (TA Monitoring in <month year>)
Overall objective			
Specific objective			
Result 1			
Result 2			
Result 3			

Annex 3: Names of Project Beneficiary Group Members Visited in <Location>

Annex 4: Monitoring Visit Itinerary (Trip Schedule) <Programme> Project Implemented by <Implementing Partner>

<Day of week> <date> <Month>

Time	Location	Activity

Annex 5: Picture Gallery

15 Thematic Performance Evaluation TORs Outline

SPECIFIC TERMS OF REFERENCE

<Title>

<nr> : <Title>

FED 2015/362-919

Content

Abbreviations and Acronyms

-

-

1.1 Background

1.2 Description of the Assignment

Global objective

Specific objectives (Mission Objectives)

Requested services (Scope of assignment/ issues to be studied)

➤ Preparation and Inception Phase: Juba-Based (1 week)

- -

- Evaluation Phase (1 weeks)

- -

- Consolidation and Reporting Phase (1 weeks)

- -

- Finalisation Phase (1 week)

- *Incorporate comments and other feedback from key stakeholders into the Terminal Final Report.*

Methodology

The Contractor is responsible for drafting a Specific Contract Organisation & Methodology, which will include:

- determination of the quality control of the Specific Contract outputs, in line with the needs of the assignment;
- selection of the experts in line with the requirements described in the Specific Terms of Reference; this includes checking the accuracy of information contained in the experts' CVs;
- preparation of their financial offer in line with the financial conditions (in particular respecting the market prices of incidental expenditure and the maxima of the fees fixed at the level of the FWC);
- taking of appropriate steps to ensure that the experts proposed respect their availability.

Required outputs

The consultant will submit the following completed templates in English:

- *An Inception Report (max. 5 pages + annexes) within one week of arriving in Juba;*
- A strategic option note, with accompanying slides to be presented to all stakeholders at a consultative/briefing workshop, within one and a half weeks of completion of the Inception Report. This should;
 -
- *A draft report with the content detailed in 5.1, within two weeks of completion of the Inception Report;*
- Document and methodology Standard
- A final report with the content detailed in 5.1 within three weeks of completion of the Inception Report.

Language of the Specific Contract

English

Subcontracting (to be foreseen or not)

Subcontracting is not allowed.

Expertise Required

Number of requested experts per category and number of days per expert

The Contractor must propose a work plan identifying the Team Leader and the roles and responsibilities and work breakdown for each team member. The Contractor may be requested to amend the division of work between the experts and/or the breakdown between work based in the field and work at the experts' home offices.

Expertise required:

➤ **Category and duration of equivalent experience**

- A team of three experts of categories I is expected for a total of 45 working days. The proposed Team Leader must be of category I and be engaged for the full duration of the assignment of 15 working;
- The Team Leader must have sound management skills and must demonstrate that (s)he has led a previous similar mission for the EU;
- Team members must be senior experts in the area of Rural Development, Agriculture livelihoods and Food Security with relevant knowledge of the formulation of programmes, and EU in monitoring and evaluation systems, implementation and reporting. The experts must be familiar with international policies related to food security and nutrition, and with EU development policy and EC development cooperation programmes.

➤ **Education**

- Both experts should have a Master's Degree or equivalent in a discipline relevant to food and agriculture and human wellbeing and development. Extra years of experience would be acceptable as an alternative to a Master's Degree. A senior expert (category I) without a Master's Degree would require relevant professional experience of at least 15 years.

➤ **Experience**

- Proven experience working with Governments and international donors, ability to lead, coordinate and manage high-quality support to policy development, and excellent inter-personal skills, including the ability to work with and adjust to diverse audiences (politicians, Government technical staff, development partners, civil society, private sector);
- Track record of experience with multi-sectoral projects or programmes aimed at strengthening service delivery by Government in urban and rural areas;
- Good knowledge of food and nutrition security programming in rural development.
- Relevant experience in organisational capacity development, change management, institutional development and capacity building in low-income countries;
- Experience of similar assignment(s) in the sub-region is an asset;
- Familiarity with South Sudan Guiding Policies would be an advantage;
- Experience with integrated approaches to food security and agriculture development would be an advantage;
- Experience with the implementation of multi-sector rural development programmes would be an advantage;

➤ **Language skills**

- All team members must have excellent skills in spoken and written English;
- At least one team member must be fluent in a predominant local language;
- All team members must be fully computer-literate;
- All team members must have good personal and communication skills.

Management Team presence required or not for briefing and/or debriefing

The Management Team is not required for briefing.

Location and Duration

Starting period

The assignment is anticipated to commence (indicatively) no later than **xxx** 2015.

Foreseen finishing period or duration

The assignment should be achieved within 6 weeks of the starting date.

Planning

Placement of staff in country should occur within 14 days of contract notification.

Indicative Implementation Plan

Activity	Expert Cat I	Expert Cat I	Expert Cat I	Duration
Preparation Phase				1 week
-				
Evaluation Phase				1 week
<i>Submit an Interim Report (max. 5 pages + annexes)</i>				
Consolidation and Reporting Phase				1 week
<i>Prepare a Draft Report (max. 5 pages + annexes),</i>				
Finalisation Phase				1 weeks

Activity	Expert Cat I	Expert Cat I	Expert Cat I	Duration
<i>Prepare a Terminal Final Report (max. 5 pages + annexes) incorporating comments and other feedback</i>				
TOTAL	15/15	/ 15	/ 15	4 weeks

Location(s) of assignment

The mission will be carried out in South Sudan and based in Juba. Field visits outside Juba of a maximum of 1 week each may be required..

Reporting

Content

The consultant will submit the following reports and completed templates in English:

- An Inception Report including a brief situational review, detailed assignment plan and meeting schedule (max. 5 pages + annexes) within one week of arriving in Juba, South Sudan;
- An Interim Report covering the main (max. 5 pages + annexes) within one week of completion of the Inception Report;
- A Draft Final Report (max. 5 pages + annexes) within two weeks of completion of the Inception Report;
- A Terminal Final Report with a finalised draft EU standard Action Document for the 11th EDF for Malawi Action on Food and Nutrition Security, as well as Terms of Reference (ToR) for service tenders to be launched subsequently (max. 5 pages + annexes) incorporating comments and other feedback from key stakeholders.

Language

All reports will be submitted in English.

Submission/comments timing

- An Inception Report will be submitted within a week of arriving in Lilongwe, Malawi;
- The Interim and Draft Final Reports should be submitted at two-week intervals from completion of the Inception Report.

Number of report(s) copies

All deliverables (draft and final versions) will be submitted in 10 hard copies, printed on both sides, to the EUD Task Manager (who will dispatch them to the main stakeholders) and 3 electronic copies in .pdf format (or equivalent software compatible with Microsoft Office).

Incidental Expenditure

Administrative Arrangements

- International travel to/from South Sudan if the expert/s are from abroad;
- Local travel in Malawi (inter-city);
- Organisation of two workshop/s with a maximum of 30 participants each, for the purposes of stakeholder consultation and debriefing, de-briefs, etc.;
- Provisions should be made covering expenditure for workshop venue hire, teas/coffees and lunch;

- The Contractor shall ensure that there is sufficient administrative and secretarial provision to enable experts to concentrate on their primary responsibilities (including the review and editing of relevant documents);
- This is a fee based contract;
- Performance of the Specific Contract (and thus payment) is based on working days only, recorded in timesheets.
- The fee rates being all-inclusive, the only exception is the limitatively defined incidental expenditure items in the Budget Breakdown: (1) travel costs; (2) *per diems*; and (3) workshop costs.

Interviews

If deemed necessary, a telephone interview will be organised by the European Union Delegation between the proposed category I expert Team Leader and the evaluators prior to conclusion of the evaluation of offers received.

Tax and VAT Arrangements

In general the Contract will be free from taxes and duties in South Sudan, except for goods and services purchased by the experts on the local market (on which taxes and duties may have already been levied).

Monitoring and Evaluation

Definition of indicators

- Weekly formal and information contacts made with the EUD on progress throughout the in-country mission;
- Interactive and knowledge-sharing presentation given at the stakeholder workshop and meeting;
- Timely submission of PowerPoint presentation and quality reports.

Annexes