

South Sudan

South Sudan Livelihoods Resilience Project

Supervision Report

Mission Dates: 09 November 2023

Document Date: 16/12/2023

Project No. 2000002869

Report No. 6710-SS

East and Southern Africa Division
Programme Management Department

Abbreviations and Acronyms

A. Project Overview

Region:	East and Southern Africa Division	Project at Risk Status:	Not at risk
Country:	South Sudan	Environmental and Social Category:	Moderate
Project Name:	South Sudan Livelihoods Resilience Project	Climate Risk Classification:	Moderate
Project ID:	2000002869	Executing Institution:	Ministry of Agriculture and Food Security
Project Type:	Rural Development	Implementing Institutions:	Ministry of Agriculture and Food Security
CPM:	Caroline Mwongera		
Project Director:			
Project Area:			

Approval Date:	10/05/2021	Last audit receipt:	not available yet
Signing Date:	23/06/2021	Date of Last SIS Mission:	09/11/2023
Entry into Force Date:	23/06/2021	Number of SIS Missions:	3
Available for Disbursement Date:	23/05/2022	Number of extensions:	0
First Disbursement Date:	03/06/2022	Effectiveness lag:	1 month
MTR Date:	not available yet		
Original Completion Date:	30/06/2027		
Current Completion Date:	30/06/2027		
Financial Closure:	not available yet		

Project total financing

IFAD Financing breakdown	IFAD	\$1,900,000
	Debt Sustainability Framework	\$7,900,000
Domestic Financing breakdown	Beneficiaries	\$861,000
	National Government	\$1,600,000
Co-financing breakdown,	Global Agriculture and Food Security Programme	\$14,500,000
	Netherlands	\$8,000,000
	African Development Bank	\$5,666,000
Project total financing:		\$40,427,000

Current Mission

Mission Dates:	09 November 2023
Days in the field:	3
Mission composition:	Ms Caroline Mwongera, Country Director, Team Leader and Policy Dialogue/Partnership; Mr Robert Delve, Lead Global Technical Advisor – Agronomy, PTL, Lead Writer and Capacities and Institutional Development; Mr Kadre Kadei, Agronomist; Ms. Esther Kenyi, Mission Programme Coordination, Project Planning and Agribusiness; Mr John Oloya, Community Driven Development; Ms Olga Azelokonon, Gender, Targeting and Nutrition; Mr Andrew Chilombo, Environment and Climate Change; Mr Hussien Amir Seid, Monitoring and Evaluation; Ms Sengul James, Financial Management; Mr Fuseini Abu, Procurement; Mr Taban Luete, National Liaison and Field visit support and Ms Caroline Celine Onanina, M&E.
Field sites visited:	Eastern Equatoria State, Terekeka County (Terekeka, Muni and Nyori Payams) and Eastern Equatoria State, Torit County (Himodonge and Bur Payams)

B. Overall Assessment

Key SIS Indicator #1	∅	Rating	Key SIS Indicator #2	∅	Rating
Likelihood of Achieving the Development Objective		4.1	Assessment of the Overall Implementation Performance		3.82

Effectiveness and Developmental Focus		4	Project Management		4
Effectiveness		4	Quality of Project Management		4
Targeting and Outreach		5	Knowledge Management		4
Gender equality & women's participation		4	Value for Money		4
Agricultural Productivity		N/A	Coherence between AWPB and Implementation		3
Nutrition		4	Performance of M&E System		4
Adaptation to Climate Change		4	Social, Environment, and Climate Standards requirements		4

Sustainability and Scaling-up		4	Financial Management and Execution		4
Institutions and Policy Engagement		4	Acceptable Disbursement Rate		4
Partnership-building		4	Quality of Financial Management		3
Human and Social Capital and Empowerment		4	Quality and Timeliness of Audit		
Quality of Project Target Group Engagement and Feedback		4	Counterparts Funds		4
Responsiveness of Service Providers		4	Compliance with Loan Covenants		4
Environment and Natural Resource Management		3	Procurement		4
Exit Strategy		4			
Potential for Scaling-up		4			

Relevance		5
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C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

1. The first full Supervision Mission for South Sudan Livelihood Resilience Project (SSLRP) took place between 30 October and 9 November 2023. The mission was in hybrid format, with some members of the team joining virtually the first few days before travelling to South Sudan. The mission objectives were to: (i) assess the overall progress of implementation since the Implementation Support Mission (ISM) in July 2023; (ii) assess the follow-up on recommendations and agreed actions made during the last ISM mission; (iii) assess the performance and quality of the financial management and control systems; (iv) assess the overall coordination and management of the project by the Single Project Coordination Unit (S-PCU); (v) review the performance of the implementing partners and (vi) review linkages with other development partners.
2. Hosted by the S-PCU of the Ministry of Agriculture and Food Security (MAFS), the mission team met with S-PCU, the SSLRP project team and implementing partners Veterinaries sans Frontières Germany (VSF-G) and Action Africa Help International (AAHI) and other development partners, the World Bank and African Development Bank.
3. From 1-3 November one team visited field sites in Eastern Equatoria State, Terekeka County (Terekeka, Muni and Nyori Payams) and a second team visited Eastern Equatoria State, Torit County (Himodonge and Bur Payams). In each location the teams paid a courtesy call to the County Commissioner and had meetings with the County Development Committees, the Payam Development Committees before visiting beneficiary Community Based Organisations (CBOs).
4. A pre-wrap meeting was held on 8 November to review the findings and key recommendations with the SPCU, VSF-G and AAHI teams. Followed by a wrap-up meeting chaired by the MAFS Undersecretary on 9 November. The Mission would like to express appreciation to the staff of the MAFS, the implementing partners, the State Authorities, and the beneficiaries in the field for their hospitality and fruitful exchanges and discussions.

Key Mission Agreements and Conclusions

For the current 347 selected micro-projects for CBOs, those that can be implemented now (e.g. on livestock/fisheries, vegetables and tree nurseries) should be continued with capacity building on farming as a business conducted immediately. For the remaining CBOs working on crops, implementation must consider readiness for the next rainy season starting in April 2024 and business training conducted before they start.

Revise implementation processes so that target Payams and their communities plan for all activities (roads, soil and water conservation, water access infrastructure, postharvest handling, and processing) alongside funding CBOs for production activities.

Given the implementation experiences to date, the team should agree what changes they propose for future implementation of the project. For example, this might be a change in the number of beneficiaries in a CBO, changing the amount of the micro-project grants, changing the micro-grants from groups to individuals or other budget reallocations.

Allow more time to implement the activities before proposing any changes in the allocation of funding. This could be considered during the project Mid Term Review.

Given the high workload and low technical capacities in supporting the investments at the county level, review staffing needs. For example, Project assistant, Community Development officers, Nutritionist, Gender and Social inclusion assistants, and M&E.

Agreed action	Responsibility	Agreed date
Micro-projects Focus on those that can be immediately implemented and ensure farming as a business training is conducted for all CBOs	AAH	Jan 31 2023
Revise implementation process Review and revise the planning process to include all elements of investment	SPCU/IAs	Dec 2023
Implementation revision Review lessons to date and propose changes for future years of implementation, including staffing	SPCU/IAs	Dec 2023
GAFSP financing Revise the VSF-G Contract to bring in the additional financing from GAFSP and the expanded activities and outputs.	SPCU/IAs	Dec 2023

Implementation lessons		
Document experiences of the facilitation processes and use lessons to revise the handbooks	SPCU	Dec 2023

D. Overview and Project Progress

5. Component 1: Community Driven Development Planning

6. The activities are designed to facilitate communities to understand their environment, natural resources, and food security and nutrition needs; identify the constraints to sustainably improving production and increasing their market linkages; develop and implement costed CDPs to address these challenges.

7. SubComponent 1.1 – SubComponent 1.1: Build Strong and Inclusive Community Based Organizations

8. The 30 CFs (50 per cent female) have been selected and trained for six days using the CFs Handbook to be able to implement the CDD process. CFs are to guide communities and the selected CBOs to identify their problems and with the help of technical specialists, develop gender and climate responsive CDPs. With the support of AAHI and VSF-G field staff, the CFs spent two months of awareness creation in both the Payams and Bomas. This was followed by another three months of registering mainly the existing CBOs, who then had to undergo public vetting, to ensure that memberships of the CBOs were in compliance with the design features of the project. To date 347 CBOs were established (79 in Kajo-Keji, 64 in Torit, 64 in Bor, 46 in Terekeka and 94 in Magwi).

9. Subcomponent 1.2 – Development of Community Driven Development Plans (CDPs)

10. The mission considers that the current CFs were insufficiently trained, and the entire process of selection was rushed, so that the developed micro-projects are not as fully developed as needed, particularly as they lack a solid technical input and business plan for the investment. The mission is of the view that most CBOs merely regrouped to access the grant and to continue to do what they have always been doing. As a result, the 347 sets of ideas that emerged still need to be re-evaluated, re-assessed, and then developed into business plans that are eligible for financing under both subcomponents 2.1 and 2.2.

11. Component 2: Agriculture Production and Livelihood Support

12. The objective of the Component is to serve as a financing arm for the vetted subprojects from the CDPs developed under Component 1.

13. Subcomponent 2.1 – Investments for Increased Climate-Sensitive Agriculture Production and Rural Livelihoods

14. **Improved Household Incomes Support Activities:** The mission notes the ambition of the project to implement Subcomponent 2.1. The mission commends the project for having made efforts in engaging and mobilizing communities using participatory approaches; supporting communities to identify and prioritize investments to create community assets of strategic value, and to improve incomes through diverse on-farm and off-farm livelihoods.

15. CBOs have been supported to develop a micro-project plan, to date 347 micro-project plans are ready for approval by the CDC. The micro projects cover various production and value addition areas, with 108 for crops, 24 for poultry, 64 for goat, one for dairy, 25 for piggery, 19 for vegetable, 10 for tree nursery, three for veterinary services, 29 for fish and fish processing, 18 for value addition, 20 for bee keeping, two for seed multiplication and 24 for ox ploughing. By County this is 64 in Bor; 46 in Terekeka; 64 in Torit; 94 in Magwi and 79 in Kajojeji. The developed micro-projects are not fully business oriented and need to be reviewed for real business perspective and economic sustainability of investment for tangible results contributing to the improvement of livelihood of rural producers. Environmental and social screening processes have been conducted for each of these community priorities. 2,610 households (1,220 female-headed; and 1,390 male-headed) have been registered to participate in Labour-Intensive Public Works (LIPWs). LIPWs are planned to be rolled out within the next three to six months. To realise full gains from identified investment opportunities, the mission encourages the project to further strengthen community-level capacities for them to operationalize investments as entrepreneurs so that they 'reap what they will be sowing.'

16. **Labour-Intensive Public Works:** VSF-G has trained 348 of the beneficiaries in Nyori and Muni Payams in labour-based methods, awaiting financing of the sub-projects. The mission noted that some of the access roads could be funded by both sub-Component 2.1 and sub-Component 2.2 by mixing intensive labor-based and civil works. LIPWs should be strictly used as a stopgap for a targeted group of persons –returnees, female-headed households and the youth, with the purpose of strengthening and enabling them to join the development groups or activities in the communities. The mission recommends the MAFS to engage with State and County authorities in an effort to mobilize additional support for the rehabilitation of some of the feeder roads, which are critical for linking the productive areas with markets, but not within the financing reach of SSLRP.

17. Subcomponent 2.2 - Community Infrastructure to Support Production and Marketing

18. Community infrastructures that were initially identified during the County's profiling exercise. Further analysis of this initial assessment has focussed on roads infrastructure:

19. During the period under review, the mission observes that the project has identified 23 community access roads in 15 Payams totally 157 km of CAR but has not started as the procurement of tools is at the contract bidding evaluation stage. 150 road maintenance committees have received training on road maintenance technics, on gender and environment issues as well as on Grievance Recourse Mechanism (GRM). The Environmental and Social screenings and ESMP preparation has been carried out.
20. For the 44 km of feeder road linking Magwi to Lobone, the service provision for environmental and social impact assessment and the feasibility and engineering studies are at the stage of request for proposals. The recruitment of a consultant firm for the supervision and control of works is under terms of references review by MAFS.
21. Community infrastructures related to soil and water conservation, water supply system; land husbandry, farm water harvesting system and post-harvest infrastructures are still not identified and need to be initiated.
22. The mission commends the project for the steps that have been taken to improve the social and environmental screening process of project activities. The mission notes with satisfaction that identified community access roads as well as targeted livelihood activities for investments in various Payams have all been screened drawing on IFAD's Social, Environmental and Climate Change Assessment Procedures (SECAP). Additionally, the project has begun the process to recruit the Environment and Social Inclusion Specialist at the S-PCU and developed an engagement plan to support seamless discussions and exchange of lessons among procurement, financial and project administration teams. For each Payam, two foremen have been trained, and 15 road maintenance management committees comprising 150 members (45 females, 105 males) have been formed and trained. In light of the county profiles, and how the context has evolved over time, the mission encourages the project to revisit and reflect on the access roads to focus on the ones that would be more socioeconomically strategic and viable. Additionally, given the different ecological zones across the country where different pieces of infrastructure are planned as per county profiles and validated through the CDP process, the project is encouraged to reflect climate analyses in the structures and description of the target areas.
23. It was agreed to stop the plans for the proposed 5 seed banks, due to technical over specification and a large cost over-run compared to the available budget. The mission recommends giving priority to the planned 15 (one per Payam) local seed multiplication businesses groups instead.
24. **Component 3: Project Support and Capacity Building**
25. **Subcomponent 3.1: Third Party Implementation Arrangements**
26. **AWPB:** As agreed in the last mission the AWPB has been revised to follow the fiscal year July 1 2023 to June 30 2024 and has received IFAD no objection.
27. **Coordination with IAs:** A range of weekly, monthly, and field visits are used to coordinate, solve issues and document progress. The process of keeping signed minutes with clear action points should be continued.
28. **Coordination with AfDB:** Despite the last mission recommendation, some progress has been made by the SPCU on discussion/partnership with AfDB. This is critical for implementation synergies and to document the amount of AfDB parallel financing. The project initiated a working relation with AMVAT project (AfDB) and has held three sessions of shared project updates and implementation modalities to enhance synergies. Efforts are in progress to ensure SSLRP beneficiaries in the CBOs within Bor and Magwi counties will be linked to the AMVAT project market and marketing structures. SSLRP and AMVAT are participating in monthly coordination meetings in the two counties level under the auspices of County Commissioners, RRC Coordinators and Executive Directors in which case lesson learnt and implementation challenges are discussed.
29. **Coordination with their development partners:** The project is collaborating with FAO, WFP, GIZ, NRC and other development agencies at county, state and national levels. Particularly, a joint monitoring mission to Magwi County with FAO, WFP, GoSS at State and County levels and VSF-G was conducted between 23rd and 28th July 2023. The objective of the mission was to carry out rapid market infrastructure assessment and identify key areas of collaboration and synergies. The project also coordinated with other humanitarian actors through the FSL Cluster monthly meetings at National and States level. Under Component 3.2, SSLRP will capitalize on the capacity needs assessment study carried out by FAO under World Bank financing (RALP project) to avoid duplicating efforts in conducting a separate survey.
30. **SubComponent 3.2: Institutional Capacity Building and Policy Support**
31. At the mid-year point in the 2023-24 AWPB there are a range of activities that have not been implemented that the S-PCU should focus on.
32. **Archiving of project documents:** Implementation of electronic archiving of all project documents and financial information, as well as installation of ICT software should continue.
33. **Project oversight meetings:** Project oversight meetings have been happening at the National, S-PCU, County and Payam levels. Signed minutes are kept of these meetings and clear action points and responsibilities are documented for follow-up.
34. **Project M and E visits:** Similarly regular field visits should be conducted by the S-PCU team to ensure oversight of the work of the IAs, to evaluate progress, identify where technical experts from MAFS are needed to support implantation and to evaluate progress against the IAs workplans.
35. **Capacity needs assessment:** The draft report was shared by FAO with MAFS and the S-PCU. Upon review it as agreed to revise based on their comments and to add a section on Cooperatives. This has delayed delivery of the Capacity Needs Assessment. As the remaining cooperatives assessment will not impact SSLRP, the SPCU needs to speed-up implementation by using the existing report to identify capacity development needs and update the content in the AWPB and Procurement Plan.

36. **Capacity building:** MAFS, S-PCU and the implementing partners have benefitted from various trainings implemented by IFAD and other agencies such as the World Bank. These include SECAP, M&E, two Procurement trainings, Gender and Targeting, Nutrition (IFNA regional training) and Community Driven Development.

Agreed Action	Responsibility	Agreed Date
<p>Capacity assessment</p> <p>Move ahead with the FAO report without waiting for the Cooperatives section to be added</p>	S-PCU	12/2023
<p>Development of CDPs</p> <p>Focus on at least 70 and diverse sets of ideas so far presented as CDPs, and review them on the basis of first individuals rather than group's activities, and ensure that the packaging (micro-projects) are informed by technical, business, and/or responsive and fundable cases</p>	AAHI	02/2024
<p>Community Investments</p> <p>Ensure review of the conceptual group approach inside the business plans to promote households level production and enterprises with focus of the group on collective cross cutting investments, extension delivery facilitation, coordination, group marketing and all cooperative services.</p>	AAH	02/2024
<p>Community Investments</p> <p>In the cases of LIPWs, review the procurement plans and allow the involvement of Project Management Committees, to be involved in the local procurement of tools available within their location</p>	VSF-G / IFAD	02/2024
<p>Context-specificity of ESMPs</p> <p>ESMP for the 23 identified community access roads need to reflect individual road socio-economic and environmental specificities (no one size fits all approach).</p>	MAFS/PMU with VSF-G and AAHI	02/2024
<p>Seed banks</p> <p>Focus seed efforts on the planned seed multiplication groups and their development as local seed businesses.</p>	AAH	02/2024
<p>CBO business plans</p> <p>Review all the 347 activities for their business and technical fitness, where ownership can be individual, or group based as needed</p>	AAHI/VSF-G	12/2024
<p>Capacity building</p> <p>Retrain CFs and/or proceed to recruit capable CFs not mobilisers, and encourage use of technical subject matter specialists, to inform the re-packaging of the activities based on sound criteria of affordability, technical viability, effectiveness, etc.</p>	AAHI/VSF-G	12/2024
<p>Productive infrastructure</p> <p>Identify the community level infrastructures in promoting a complementary and supporting investments to the business plans promoted at CBO level.</p>	VSF/AAH	12/2024
<p>Partner engagement</p> <p>Increased efforts need to be made to engage with the range of project partners, with documented minutes for action and follow-up</p>	S-PCU	12/2024
<p>Project oversight</p> <p>Continue to minute the outcome of regular coordination and field supervision visits</p>	S-PCU	12/2024

E. Project implementation

a. Development Effectiveness

Effectiveness and Developmental Focus

Effectiveness

Rating: 4

Justification of rating

37. The project has reached a significant number of beneficiaries (10,277) with achievements in establishing and organizing CBOs, particularly benefiting female and youth populations. Output targets related to county profiles, CBO establishment, temporary employment and road rehabilitation have been surpassed or achieved satisfactorily. The project's M&E data highlight accomplishments in selecting priority activities, facilitating voluntary land donation, and establishing nurseries. However, challenges related to food security, low farm productivity, post-harvest losses, linkages to market, and marketing persist. Despite these challenges, the project's initial theory of change remains relevant and provides a solid foundation for future progress.

Log-Frame Analysis & Main Issues of Effectiveness

38. The project has reached 10,277 beneficiaries, primarily by establishing and organizing beneficiaries into CBOs. Beneficiaries are 57 per cent male and 43 per cent female, while the youth make up 49 per cent of the total outreach. In terms of targets, the project has achieved 23 per cent of the target set in the annual target and has reached 9 per cent of its MTR target. At the output level, the project has achieved some milestones. It has prepared five County profiles, meeting the set target. Within these counties, the project has established and strengthened 347 CBOs, surpassing both the annual target (318 per cent) and the MTR target (218 per cent). However, only seven of these CBOs are exclusively for women, which is 21 per cent of the annual target. Additionally, the project has created temporary employment opportunities for 2,610 youths, exceeding both the annual target (418 per cent) and the MTR target (209 per cent).
39. The project monitoring and evaluation data reveal significant accomplishments in various key areas. These include the successful selection of priority Labor Intensive Public Works (LIPWs) activities at the Boma, Payam, and County levels. Additionally, the project has facilitated voluntary land donation in collaboration with Community Facilitators (CFs) in five Counties, further contributing to its effectiveness. The establishment of three tree/shrub/grass nurseries in each of 15 Payams demonstrates the project's dedication to sustainable environmental practices. These achievements showcase the project's commitment to delivering tangible and positive advancements in the targeted areas.
40. Despite ongoing project efforts to address the needs of target groups, challenges related to food and nutritional insecurity, low farm productivity, high post-harvest losses, and marketing difficulties persist. Solving these challenges can be supported through structuring investments, such as infrastructure development, as well as support for the development and financing of business plans. These factors have hindered the effectiveness of agricultural advice and the intensification of production. However, it is important to note that the mission concludes that the initial theory of change formulated at the outset of the project remains relevant and provides a solid foundation for future progress. It is also important to note that the project faced significant delays and is in the first year of implementation.

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
Identification of significant changes As part of results-oriented monitoring, integrate into the tools the identification of significant changes on project beneficiaries which will serve as analysis variables as part of a participatory evaluation of the effects and impacts of the project.	KM/M&E Coordinator's PMU /VSF- G/AAHI	12/2024

Development Focus

Targeting and Outreach

Rating: 5

Justification of rating

41. The project made great efforts to create an environment conducive for social inclusion and gender mainstreaming in its targeting approach. For the period, multiple targeting tools, implementation support and various mechanisms were designed to facilitate the delivery of support to beneficiaries on an equitable basis. The project adopted an inclusive participatory approach that empowers communities in the process of targeting poor households. During the period SSLRP targeted 1772 households representing 10,277 people. To date, the project has reached 19,396 household members (44 per cent female), representing 17 per cent of the project objective at the mid-term review.

Main issues

42. The project is successful in outreach and the interventions of SSLRP are concentrated in 15 Payams spread over five counties, including two in Eastern Equatoria and Central Equatoria and one in Jonglei. The project conducted the analysis of the profile of the 05 county partners of the program and which enabled community leaders to achieve the participatory selection of the 15 Payam according to the following main criteria: (i) accessibility and security, (ii) complementarity with the former IFAD funded project SSLDP, (iii) social inclusion with the correct target groups, (iv) readiness to transition to development, (v) linkages to

major markets, roads and other productive counties and (vi) climatic suitability (green belt) to spur (agro) enterprise and related value chains. Within these Payams, the project has supported 232 CBOs out of 289 community-based organizations (CBOs) identified and selected from among the 347 identified in the project intervention area (including 79 in Kajo-keji, 64 in Torit, 64 in Bor, 46 CBOs in Terekeka, and 94 in Magwi).

43. For beneficiary targeting, the project has developed a Community Driven Development Handbook; a Gender and Targeting Strategy document; a Social Inclusion Training Guide; and a Community Facilitators Handbook, which includes key gender and social inclusion considerations. All these implementation strategy documents are aligned with the orientations contained in the project document (DCP and PIM) and include several measures with specific selection criteria to promote the inclusion of the most vulnerable households (Women and Youth headed households; Returnee households and Persons with disabilities) and to enhance equity in access to the goods and services facilitated by the project. However, the mission notes the absence of an action plan geared towards targeting young people, which nevertheless represents 70 per cent of the project's target in terms of beneficiaries to be achieved.
44. The project uses three targeting mechanisms (Community Based Targeting, Self-Targeting, Direct Targeting) that encourage the participation of all stakeholders in the activities implemented and empower all household members to jointly identify the actions to be implemented in their direction to support the resilience and well-being of their household. In the technical implementation support team, has a Gender, Social Inclusion and Nutrition Lead within who is responsible for guiding the operational field team on all issues related to targeting beneficiaries.
45. The SSLRP database contains selected indicators disaggregated by gender and provides tools for their monitoring. With the 30 community facilitators targeted and trained on the CDD approach, the challenges of social targeting and nutrition issues.
46. At the technical level, the targeting of family production activities is to enable targeted households to produce throughout the season to better satisfy their food and nutritional security needs, and to have the opportunity to market surpluses to improve their incomes. The mission recognises the appropriateness of such an approach. However, the mission recommends that targeting should consider the dynamics of agro-pastoral production in order to better guide households to position themselves in segments that promote the diversification of products with high nutritional value that can also be sold in local markets.

Agreed Action	Responsibility	Agreed Date
<p>Increasing targeting of youth, female heads of households, returnees and persons with disabilities</p> <p>Present a detailed profile of the members of the targeted households in order to have a better visibility of the categories of beneficiaries for project support and implement all targeting mechanisms in order to maximise the selection of priority groups</p>	VSF-G	04/2024
<p>Effectiveness of technical and economic targeting and sustainability of beneficiaries' livelihoods</p> <p>Adopt an integrated approach that takes into account the spatial dimension of production, the socio-economic and nutritional dimensions, and that orient households towards an entrepreneurial logic to ensure greater sustainability of interventions</p>	VSF-G	12/2024

Gender equality & women's participation

Rating: 4

Justification of rating

47. The project's efforts in this period are focused on developing tools to facilitate the integration of gender issues in the implementation of interventions. Women are involved in all project activities, including project awareness-raising meetings, on an equal basis with men, and their views and opinions are considered in the consultations for the selection of implementation options. Women are represented in the decision-making processes of the managing institutions at community level. Women's participation in project activities varies from 17 to 46 per cent which is significant considering the project is in its first year of implementation and the widespread patriarchal attitudes and norms, insecurity, underdeveloped infrastructure, and continuing violence hindering gender equality and women participation in development. PAT Comment: 43% of the 10277 beneficiaries targeted so far are women. As activities targeting women and other specific groups are yet to start, it is quiet early to rate this indicator 5. Moreover the report acknowledges that the project is implemented in a context of widespread patriarchal norms, insecurity and continuing violence hindering gender equality.

Main issues

48. The project organised information and sensitisation sessions for communities on gender and social inclusion issues. The 30 community facilitators (15 women and 15 men) were trained and sensitised on the approach to mainstream gender and social inclusion issues in SSLRP activities. Over the period, 43 per cent of the 10,277 beneficiaries were women (4449 women versus 5828 men), whereas the expected target was 60 per cent women. The project database contains selected indicators disaggregated by gender and provides tools for their monitoring. The data presented in project reports are disaggregated by gender. However, there is no gender analysis of this data in the project report to draw lessons for implementation.
49. The participation of beneficiaries from the most vulnerable groups, such as young people, returnees, and people with disabilities in the activities of the SSLRP is not visible in the project's reports or in the database. The SSLRP is 'youth sensitive', but the

mission notes no disaggregation of data by age group and the absence of an action plan targeting young people, who nevertheless represent 70 per cent of the project target beneficiaries. The Project Implementation Manual (PIM) proposed a clear approach with specific actions targeted to these groups. The approach has been taken into account in the Gender and Social Inclusion Strategy document, but the project has not yet implemented activities specifically targeting these groups.

50. Socio-economic studies to highlight gender issues and guide interventions of SSLRP are currently underway. The project has made efforts to ensure the development of specific questionnaires to make gender and social inclusion issues more visible in the results of the study. The baseline report is not yet available. There are currently no awareness-raising activities or campaigns specifically aimed at transforming gender inequalities.
51. The mission recommended strengthening the socio-economic inclusion of young people. Similarly, in order to increase the visibility of gender transformative activities, the mission recommends accelerating the ongoing recruitment of external expertise for the development of the GALS approach.

Agreed Action	Responsibility	Agreed Date
Targeting Action Plan Develop an action plan to target youth	VSF-G	02/2024
Continue awareness, information and communication campaigns. To mobilize and involve communities in the social inclusion process, and especially to encourage the involvement of young people.	VSF-G	02/2024
Women's empowerment Accelerate recruitment of GALS specialist and develop a women's empowerment action plan	VSF-G	02/2024
Socio-economic study Finalise the socio-economic study	M&E	03/2024
Improved disaggregation and analysis of project data Disaggregate beneficiary data (e.g. by gender, social category with socio-economic profile, youth, returnees, people with disabilities, etc.)	M&E	04/2024

Agricultural Productivity

Rating: N/A

Main issues

52. At this stage, productivity cannot be assessed from the project productive investments as all are at the preparatory stage. CBOs have been supported to develop micro-project plans and 347 are ready for approval by the CDCs. The micro projects cover production and value addition areas, with 108 for crops, 24 for poultry, 64 for goat, one for dairy, 25 for piggery, 19 for vegetable, 10 for tree nursery, three for veterinary services, 29 for fish and fish processing, 18 for value addition, 20 for bee keeping, two for seed multiplication and 24 for ox ploughing. By County this is 64 in Bor; 46 in Terekeka; 64 in Torit; 94 in Magwi and 79 in Kajokeji. The developed micro-projects are not fully business oriented and need to be reviewed for real business perspective and economic sustainability of investments. Environmental and social screening processes have been conducted for each of these community priorities. 2,610 households (1,220 female-headed; and 1,390 male-headed) have been registered to participate in Labour-Intensive Public Works (LIPWs). LIPWs are planned to be rolled out within the next three to six months. To realise full gains from identified investment opportunities, the mission encourages the project to further strengthen community-level capacities for them to operationalize investments as entrepreneurs so that they 'reap what they will be sowing.
53. Community infrastructures related to soil and water conservation, water supply system; land husbandry, farm water harvesting system and post-harvest infrastructures are still not identified and need to be initiated. Concerning the initiated activity to set up five seed banks, due to technical over specification and a large cost over-run compared to the available budget, the process has been cancelled. The mission recommends giving priority to the planned 15 (one per Payam) local seed business groups instead.

Agreed Action	Responsibility	Agreed Date
Review of the conceptual approach for business plans To promote household level production and enterprises with focus of the group on collective cross cutting investments, extension delivery facilitation, coordination, group marketing and all cooperative services.	AAH	02/2024
Seed banks Focus seed efforts on the planned seed multiplication groups and their development as local seed businesses.	AAH	02/2024
Productive infrastructure Identify the community level infrastructures to be invested in that is complementary and supportive of CBO micro-projects.	VSF/AAH	12/2024

Nutrition

Rating: 4

Justification of rating

54. The SSLRP project focuses on nutrition-smart agriculture. The strategy relies on the choice of family activities that increase household food security and nutrition, as well as those that strengthen (to a certain extent) economic functions contributing to the improvement of the supply and diversification of agricultural products, the sale and marketing of these products with a view to generating an impact on household food and nutrition and smallholder incomes.

Main issues

55. The mission notes that the project's activities plan remains consistent with the Nutrition-Smart Agriculture strategy, but very few specific nutrition-sensitive activities have been organized during the period. A completed nutrition strategy and action plan will support the nutrition activities of the project – this needs to be complemented by a nutrition action implementation plan to better guide the delivery. A nutrition training manual has been developed for capacity building.

56. As part of the capacity building of implementing actors, the project facilitated the participation of the implementation team in the Initiative for Food and Nutrition Security in Africa (IFNA). The objective of the training is to equip, increase and enhance the knowledge and skills of participants to better contextualize multi-sectoral nutrition-sensitive programming with regard to national food and nutrition security policies, and ensuring access to resources for implementation.

57. In addition, the project encourages the planting of selected fruit trees that have a short maturation cycle and are adapted to the local ecological conditions in one site per Payam. This will contribute increase fruit availability in local markets and will facilitate their accessibility by the population.

58. The project initiated the recruitment process of a consultant to conduct a nutrition knowledge, attitude and practice survey. This study will form the baseline for the implementation of community sensitisation activities for the adoption of good nutrition practices. There is a need to conduct this study quickly in order to use the results in the implementation plan that will be developed. The mission recommends focusing on raising community awareness of nutrition-sensitive good practices and habits and increasing funding for nutrition-sensitive sub-projects.

Agreed Action	Responsibility	Agreed Date
Nutrition Action Plan Develop a nutrition action plan	VSF-G	02/2024
Nutrition Study Accelerate the recruitment of the consultant to conduct the Nutrition Knowledge, Attitudes and Practices study	VSF-G	04/2024

Adaptation to Climate Change

Rating: 4

Justification of rating

59. The project during the period under review has been mobilizing communities; building capacities to prepare them to build assets through micro-projects for livelihood activities (e.g. fishing, animal rearing, groundnut production, vegetable gardening etc.). These livelihood activities will strengthen the ability of communities to respond to and recover from the impacts of climate change. The project is not yet in the implementation phase, so it is not possible to see to what extent activities effectively contribute to enhancing climate change adaptation in the target communities. The mission was satisfied and commends the communities for taking important steps towards selecting socioeconomic activities to build resilience and enhance their adaptive capacities. These activities are reflective of local contexts. The mission also noted that 23 community access roads (157 km)

have been selected in the 15 Payams that will connect communities and Bomas to important facilities such as hospitals, schools, farms, and input and output markets.

Main issues

- 60. The main climate change risks in the project areas are increasing rainfall variability with incidences of low rainfall, dry spells and floods. Floods have rendered roads seasonally passable. In this context, the road infrastructure is expected to enhance climate change adaptation in communities by improving connectivity and facilitating efficient disaster response. The road infrastructure is expected to mitigate the impact of extreme weather events, enable faster evacuation during emergencies, and provide access to resources and services such as market, hospitals and schools. Additionally, climate-resilient road construction techniques help minimize damage from floods or other climate-related challenges, supporting overall community resilience.
- 61. These adaptation benefits associated with infrastructure development have not yet materialised. This is because, as noted above, the actual construction of the roads has not yet begun. The actual roads will demonstrate the project’s contribution to building resilient livelihood and systems to enhance community adaptation to climate change in the target areas. Additionally, community mobilization for climate resilient livelihood opportunity is an important step in the right direction. However, the capacities of communities are appreciably low, partly because of low literacy levels. This calls for continuous engagement with community members to smoothen the reflection of adaptation thinking into the priority livelihood opportunities that each community is interested in pursuing.

Agreed Action	Responsibility	Agreed Date
Adaptation and resilience building Continue community engagement for a better understanding of adaptation and resilience building in priority community socioeconomic activities	SPCU, AAHI and VSF-G	12/2024

b. Sustainability and Scaling up

Institutions and Policy Engagement Rating: 4

Justification of rating

62. The project is engaging in joint work planning with the County Agriculture department and has scaled the localization agenda to the Payam and Boma levels. This has enhanced a bottom-up approach to development, engaging the Relief and Rehabilitation commission, local authorities, and beneficiaries. There is Boma engagement in the processes of vetting community development -plans. The IA offices (VSF-G) are being hosted at the County department. Two policy engagements were planned under Component 3.2 – development and/or revision of the Cooperative Development Policy and the Rural Finance Policy but no work has started on either. PAT comment: As the project is in the process of rolling out the deployment of its interventions it is quiet early to rate this indicator moderately unsatisfactory. Moreover, the project is engaging local authorities, County Agricultural Departments in joint planning, strengthening communities participation through Community Driven Development strategy and local institutions though the establishments/strengthening of Community-based organizations.

Main issues

- 63. SSLRP needs to allocate more time to developing its policy engagement work. Since the design of SSLRP, a new IFAD supported project READ, has planned to take on the work of developing and/or revising the Cooperative Development and Rural Finance Policies. Therefore, It was agreed during the mission to remove these two policies from SSLRP and for SSLRP in consultation with MAFS to identify a new Policy to be supported.

Partnership-building Rating: 4

Justification of rating

64. The project is collaborating with FAO, WFP, GIZ, NRC and other development agencies at County, State and National levels. Particularly, a joint monitoring mission to Magwi County with FAO, WFP, GoSS at State and County levels and VSF-G was conducted between 23rd and 28th July 2023. The objective of the mission was to carry out rapid market infrastructure assessment and identify key areas of collaboration and synergies across different donor projects. The project also coordinated with other humanitarian actors through the FSL Cluster monthly meetings at National and States level. Under Component 3.2, SSLRP will capitalize on the MAFS staff capacity needs assessment study carried out by FAO under World Bank financing (RALP project) to avoid duplicating efforts in conducting a separate survey. PAT comment: Apparently, SSLRP has attracted substantial additional financing since its design (from the kingdom of the Netherlands and GASFSP. Coordination with other development partners seem to be effective as well. However, the project is encouraged in the much needed efforts for joint planning with the available parallel and co-financing instruments to prevent duplication, foster synergy and maximize impacts on the target groups. Efforts are also encouraged to proactively anticipate relevant partnerships which will enable the project to make all the planned investments (including additional financing) within the projected timespan.

Main issues

- 65. The joint visits have not yet led to any concrete collaboration between projects. This is key to avoid duplication of investments, assessments and capacity building activities in what is a small MAFS. SSLRP has parallel financing from AfDB, and co-financing

from the Dutch Government and more recently GAFSP. There has been some initial discussions with AfDB but not at the level needed to develop joint planning where the investments of both projects are synergistic. SSLRP needs to develop a workplan with the AfDB so that activities can be planned together to avoid duplication. In addition, SSLRP needs to develop a process for documenting, calculating and reporting the extent of this parallel financing which should be included in each AWPB

Agreed Action	Responsibility	Agreed Date
AWPB with AfDB More frequent discussion and planning is needed with AfDB, with identified parallel financing activities identified in each year's AWPB	SPCU	12/2023
Documentation of AfDB parallel financing SSLRP to develop a documentation and financing calculation process to report on AfDB parallel financing	SPCU	12/2023

Human and Social Capital and Empowerment

Rating: 4

Justification of rating

66. The project's activities during the period consisted of creating an enabling environment for future project implementation. To this end, the project trained and created awareness in the implementation teams, the 30 community facilitators as well as the 232 CBOs on various topics such as the Community Driven Development (CDD) approach, gender and social inclusion issues, nutrition issues, environmental issues, community organisation and management, etc. The capacity building achieved by the project has enabled communities (individuals as well as their organisations) to understand the project, its activities and approach, to adhere to the project, to define their needs for future support. The project has ensured training of 150 road maintenance committee on the thematic of road maintenance technics, gender, and environment issues as well as on GRM. The SPCU team and VSF /G as well as partners have benefitted from capacity development on Procurement and finance management. 56 (46 males and 10 females) Ministry, partners and others stakeholders have received trainings on Monitoring and evaluation, Gender and social inclusion, CDD approach and and SECAP.

Main issues

- 67. Through the various trainings and awareness-raising activities carried out by the project, the target communities are increasing their involvement and commitment in decision-making for identifying, selecting, and validating all the activities, while contributing to community mobilisation for the success of the project's activities. For example, the public review of the community-based organisations (CBOs) involved 544 people (450 men and 94 women) in the five districts.
- 68. The technical training to participate in the development of business plans and their implementation will also enable CBOs and supported member households (including youth, women, PwD, etc.) to acquire the basic skills, technical and material know-how that will enable them to manage their farms or businesses effectively and sustainably. Through the participatory approach implemented through the CDD approach and the capacity building directly targeted at the communities and community facilitators, the project is gradually building a solid human and social capital that is likely to appropriate the CDD approach and ensure its sustainability after the project.
- 69. The mission notes the fragility of the identified partner CBOs, particularly in terms of their administrative and economic governance, which will require awareness-raising and functional literacy actions to better help them gradually gain autonomy even in the post-project phase. The project may consider strategic partnerships with other projects or technical and financial partners working in the same areas or on issues not covered by the SSLRP. This approach will enable the most vulnerable populations (in this case, non-literate women) to seize opportunities to improve their capacity in functional literacy so that they can maximise opportunities to increase their level of participation in decision-making and activities that increase their empowerment.

Quality of Project Target Group Engagement and Feedback

Rating: 4

Justification of rating

70. During the period under review, the project started the implementation of a Grievance Redress Mechanism (GRM). The GRM guidelines were developed and operationalized with the project settled notification boxes to receive complaints from communities. To this end, 15 opinion boxes procured, and an emergency hotline is being processed. To date SSLRP has receive five grievances, three of which were resolved and two are still being addressed. The plan to hire a consultant to develop a community engagement capacity building plan is ongoing.

Main issues

71. The project has a social inclusion strategy that includes facilitation measures to encourage the participation of people from vulnerable households. However, these measures need to be further strengthened in order to: (i) encourage and support the participation of vulnerable women heads of households; (ii) introduce a specific system to support women's leadership within the various committees (Boma, Payam, County) and (iii) support inclusion of the leadership of young mothers and the empowerment

of vulnerable groups within the CBOs.

72. SSLRP needs to accelerate the deployment of its GRM and communicate its contents widely to the different categories of beneficiaries and to the whole community in the intervention areas. Therefore, its necessary to develop a specific and operational action plan to consult the communities on a regular basis to allow them to provide feedback. Compensation measures will also be required. Regular Rapid Assessment Surveys (RRS) can be conducted on specific issues in relation to the development of activities at field level. The results of these surveys will contribute to feeding and documenting the evolution of short-term effect indicators on stakeholder engagement and feedback.

Agreed Action	Responsibility	Agreed Date
Grievance mechanism Implement a complaints management system, including rapid assessment investigations for beneficiaries.	VSF-G	02/2024

Responsiveness of Service Providers **Rating: 4**

Justification of rating

73. SSLRP has a signed contract with its main implementing partners VSF-G and AAH and planning is well effective. The AWPB has been revised with these partners and now runs July 1st 2023 to June 30 2024 and received IFAD no-objection on time. A range of weekly, monthly and frequent field visits are used to coordinate, solve issues and document progress. The process of keeping signed minutes with clear action points from these meetings should be continued. Project oversight meetings have been conducted at the National, S-PCU, County and Payam levels. Signed minutes are kept of these meetings and clear action points and responsibilities documented for follow-up.

Main issues

74. No issues were reported with any challenges with planning between MoF, SPCO and the IAs. The IAs have been very responsive and have taken advice and guidance provided by MoF and IFAD for the development of the CBO micro-grants. As outlined in the procurement section, better and faster coordination is needed for development and approval of procurement processes, this is particularly important as the project starts to increase its level of investments over the next few years.

Environment and Natural Resource Management **Rating: 3**

Justification of rating

75. The project has taken steps to establish CBOs to support sustainable production systems, including 15 tree nurseries and 15 seed multiplication businesses. As has been noted, proposed activities are not yet under implementation, and therefore the project's contribution to natural resources management remains aspirational. PAT comment: After carefully reviewing the information gathered during the supervisory mission for the rating, it becomes evident that a more precise rating would be 3. The report explicitly indicates the absence of implementation for both 15 tree nurseries and 15 seed multiplication businesses. Consequently, the intended effectiveness has not been realized. Alternatively, it is recommended to reconsider the narrative of the report to provide sufficient justification for a rating of 4.

Main issues

76. SSLRP has engaged communities through community participatory approaches. To ensure a win-win for food and nutritional security and environmental sustainability, the community will require more capacity development and extension services especially in the event of disease outbreaks. This continued support to communities will require capacity reinforcement from AAHI and VSF-G for more staff-community engagement per session but also frequency.

Agreed Action	Responsibility	Agreed Date
SECAP Community capacity development and environmental awareness-raising	S-PCU, AAHI and VSF-G	12/2024

Exit Strategy **Rating: 4**

Justification of rating

77. SSLRP's exit strategy is supported by investment in strengthening government structures at the National, State and, especially, County (Payam and Boma) levels, who will be involved in development of the AWPB, overseeing activities and monitoring progress. Capacities of government institutions will be strengthened, especially the overall project coordination body for the GoSS, the SPCU, who with support will take on a larger share of project implementation and reporting.

Potential for Scaling-up **Rating: 4**

Justification of rating

78. Since SSLRP was designed in 2020 with an IFAD grant of USD 9.8m, the Kingdom of the Netherlands has added additional financing of USD 7m in 2021 and in 2023 GAFSP added USD14.5m grant to scale up the SSLRP approach in existing and new Counties.
With these additional financings, the project's impact will be increased and will give room for more national level scaling up of the generated results.

Main issues

79. Whilst its early days, the design approach of SSLRP is attracting other donors. The challenge for SSLRP now is how to effectively manage the large USD 33.2m program of work given the Country's context. SSLRP has a good partnership with the IAs to be able to deliver on this and this partnership needs to be continued and stringed.

c. Project Management

Quality of Project Management	Rating: 4
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Justification of rating

80. Much has been achieved in the last six months since the ISM. SSLRP is well managed and coordination between MAFS, SPCO and the IAs is working well in that initial stage of implementation. This partnership needs to be strengthened and developed further as implementation scales-up over the next few years. Management focus should be on building on and increasing the coordination and speed of the approval processes, so that the AWPB continues to be developed with the IAs, submitted in time and so that the IAs can implement without approval delays.

Main issues

81. **Project management:** A National Advisory Committee (NAC): The NAC is fully established and chaired by the Under Secretary Agriculture and Food Security with regular quarterly meetings as planned. The Mission noted strong support accorded to SSLRP by the NAC including strong participation in the mission as well as providing oversight and policy advisory to the Programme. A National Technical Committee (NTC), chaired by the SPCU Programme Coordinator is in place with regular monthly meetings. The NTC provides technical advice and monitoring of the project implementation status. The NAC and NTC is central for all project coordinated by the S-PCU.
82. **The Single Project Coordination Unit (SPCU):** The SPCU staff establishment is complete with the recruitment of the Project Manager, Finance Manager, M&E, Procurement, Project assistant, Accountant, and driver. The SPCU also consist of a team of support staff including Communication Officer, Environmental Officer, Safeguards officer, and Gender officer who is shared between the World Bank and IFAD funded projects. The Mission reiterates previous recommendation for closer inter and intra coordination to avoid fragmentation and duplication of personnel as well as effective coordination to ensure that the Single Project Coordination vision and policy coordination is achieved.
83. For coordination with the IAs, effectiveness and responsiveness of stakeholders and other donors see the separate sections in this PSR.

Knowledge Management	Rating: 4
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Justification of rating

84. The project has developed a strategy and allocated a budget for knowledge management (KM) activities, indicating a clear commitment to the process. The importance of defining roles and responsibilities, providing training and resources, and establishing a linkage between knowledge management and M&E activities is essential. The project's efforts in fostering knowledge and understanding among target groups and the positive outcomes achieved through awareness-raising activities are commendable. However, the need for accompanying documentation and the recommendation for conducting evaluations and assessments indicate areas where improvements can be made to further enhance knowledge management. Overall, the project's performance in knowledge management is moderately satisfactory, indicating both strengths and areas for improvement.

Main issues

85. The project has developed a strategy and plan for KM and has allocated a budget to carry out KM activities. It is important to clearly define the roles and responsibilities related to KM and provide the necessary training and resources to communities and CFs to effectively implement the KM plan. It is crucial to establish a linkage between KM and the project's M&E activities. To enhance the KM efforts of the project, it is recommended to consider the use of electronic archives. These archives would facilitate easy access to data, reports, and other documentation, thereby strengthening the overall KM of the project. By implementing electronic archives, the project can improve the efficiency and effectiveness of knowledge sharing and retrieval. During the budget year, a project team member from VSF participated as a speaker in the side event on Rural Prosperity in Fragile Situation, in the 2023 AGRF summit in Tanzania.
86. The mission acknowledges the project's efforts in fostering knowledge and understanding among the target groups encountered in Terekeka and Torit, including the County and Payam Committees and CBOs. These groups have embraced their assigned roles and responsibilities throughout the process of developing, implementing, and validating community development plans, as well as selecting CBOs. The awareness-raising activities conducted during the inception workshop, with the assistance of community facilitators, have been instrumental in achieving these outcomes. It is recommended that these activities continue to

be extended to different target groups to accomplish the following objectives: (i) facilitate the integration of climate and environmental considerations into the CDPs, (ii) enhance the representation of individuals with disabilities, refugees, and youth within CBO memberships, and (iii) fortify knowledge on nutrition and women's leadership matters within CBOs and state committees (Boma, Payam, County).

87. However, it highlights the need for accompanying documentation regarding the project's approach and lessons learned. Such documentation would greatly enhance the project's performance, particularly with regard to meeting mid-term targets and ensuring the quality of the produced CDPs, as well as enhancing the functionality and governance of the CBOs. To address this, the mission strongly recommends conducting an evaluation of the CDPs' quality and functionality, as well as an assessment of various CBOs. This evaluation will generate valuable knowledge and lessons learned, which can be utilized to enhance the implementation of planned activities. Additionally, identify potential CBO models that can serve as channels for exchanging experiences and facilitating visits between communities.

Agreed Action	Responsibility	Agreed Date
<p>Capacity building on KM</p> <p>Ensure capacity building of the team in charge of KM on the KM approach according to the IFAD directives with a view to achieving a harmonized methodological approach for identifying and documenting the KM activities of the SSLRP Ensure the participatory development of the project's KM strategy and its proper implementation.</p>	M&E Officer/S-PCU	07/2024
<p>Visibility on project actions</p> <p>Strengthen communication/awareness actions aimed at beneficiaries on the project's activities and its operating mode and with emphasis on the results obtained and next steps, climate and environment issues, nutrition, equality issues gender and other issues of importance for achieving the project development objective. Ensure wider media coverage of major project events across the entire scope of the intervention area in order to ensure good visibility (reinforced media coverage including targeted and interactive broadcasts via local approaches or radio stations of all the major events of the project.</p>	M&E officer/VSF-G, AAHI	12/2024
<p>Documentation of knowledge</p> <p>Based on the results of the baseline study, carry out an assessment of the quality and functionality of the CDPs and different CBOs which will help to generate knowledge and lessons learned useful for improving the planning of planned activities, the achievement of related results indicators and identify potential CBO models that could serve as a lever for visits to exchange experiences between communities</p>	M&E officer/VSF-G, AAHI	12/2024
<p>Implement electronic archives</p> <p>Explore the use of electronic archives to streamline knowledge storage and retrieval. Establish a digital platform that provides easy access to data, reports, and other documentation. This will enhance the efficiency and effectiveness of knowledge sharing among project stakeholders.</p>	S-PCU/ VSF-G/AAHI	12/2024
<p>Involvement of beneficiary communities in the capitalization and dissemination of knowledge</p> <p>Adopt an interactive knowledge management approach by organizing community action research sessions to identify elements of knowledge to capitalize on and train communities on observation and collection of information for better capture of changes objects of knowledge retained to better document them Organize review workshops to share good practices and relevant knowledge/experience observed and documented for the sharing of exemplarity and the culture of good practices and knowledge recorded throughout the project area</p>	M&E officer/VSF-G, AAHI	12/2024

Value for Money

Rating: 4

Justification of rating

88. The project implementation is considered somewhat efficient, and the activities made thus far represent satisfactory value for money. However, there are some concerns regarding delays in implementing certain activities and exceeding the realistic budget for some activities. These issues indicate a need for improved project management and cost control to ensure timely and cost-effective implementation.

Main issues

89. Most of the activities undertaken thus far primarily involve the establishment and organization of CBOs rather than tangible investments that can be observed on the ground. These activities entail costs related to the development of guidelines and the facilitation of workshops to support CBO formation. However, it is important to note that there is a significant variance between the planned budget and the actual spending for 13 activities. On average, there has been an overspending of 312 per cent for these activities, with ranging from a minimum of 117 per cent to a maximum of 966 per cent. The expectation also is that activities with larger budgets will soon be implemented, while the management and operational costs are expected to be linear; thus reducing the Fixed Cost: Variable Cost ratio. As such, value for money will improve in the coming years. Despite this discrepancy, it is worth acknowledging the progress made in establishing CBOs, which lays the foundation for future investments and development within the project. By addressing the budget variances and ensuring more effective cost management, the project can further enhance its implementation and achieve positive outcomes.

Agreed Action	Responsibility	Agreed Date
Develop realistic implementation plans Ensure that future implementation plans are realistic and aligned with available resources	SPCU/ VSF- G/AAHI	06/2024

Coherence between AWPB and Implementation **Rating: 3**

Justification of rating

90. Activities carried out so far by the project are in accordance with the content of the AWPB approved by the national committee and IFAD. The project had a completion rate of 42 per cent for planned activities in the fiscal year 2023, with Component 2 having a low completion rate of 16 per cent. Budget utilization was at 46 per cent, with Component 2 utilizing only 11 per cent of its allocated budget. There is a need to expedite activities, particularly in Components 2 and 3, and address the gap between budget utilization and completed activities in Component 3. The mission recommends directing the current AWPB towards completing outstanding activities, expediting the implementation of CDPs and financing CBO micro-projects. Updating the PIM to align with the schedule outlined in the SSLRP financing agreement is also advised. Overall, the AWPB shows progress but requires improvements in activity completion and budget utilization, so rated moderately satisfactory. PAT comment: 42 of planned activities in the 2022/2023 AWPB were implemented for a budget utilization of 46%, which suggests a rating 3 for this indicator.

AWPB Inputs and Outputs Review and Implementation Progress

- 91. During the fiscal year 2022-3, which includes the period from July to September 2023, the project planned around 70 activities. However, only 30 of these activities were fully completed, which accounts for 42 per cent of the total target for the year. When examining the various Components of the project, it is evident that Component 1 achieved a completion rate of 76 per cent for its activities, whereas Component 2 only reached a completion rate of 16 per cent. As for Component 3, 47 per cent of the activities were executed, but none of the activities under Component 3.1 were started. On the other hand, 60 per cent of the activities under Component 3.2 were fully executed.
- 92. In terms of budget utilization, only 46 per cent of the allocated budget for the fiscal year 2022/23 was used. Component 1 utilized 27 per cent of its allocated budget, Component 2 utilized only 11 per cent, and Component 3 utilized 73 per cent (95 per cent from Component 3.1) of its allocated budget during the 2022/23 budget year. As for the planned budget for the period of July to September 2023 (2023/24 fiscal year), the project has utilized 19 per cent of the total planned budget so far. The mission recommends expediting the planned activities, especially those under Component 2, as the completion rate for this Component is low. Additionally, in Component 3, the percentage of budget utilization is higher than the percentage of completed activities, indicating a gap of 48 per cent. The mission suggests expediting the planned activities under Component 3 to address this discrepancy.
- 93. Considering the abovementioned situations, the current AWPB should be directed towards: (i) completing activities that were not carried out during the 2022/2023 period, (ii) expediting the implementation of CDPs and the subsequent financing of business plans, and (iii) ensuring the thorough preparation and successful execution of the mid-term review mission of the project. The PIM needs to be updated to align its preparation with the agreed calendar year schedule between IFAD and the Government of South Sudan as outlined in the SSLRP financing agreement.

Agreed Action	Responsibility	Agreed Date
Development of AWPBs Update the PIM to improve compliance with the planning stages of the AWPB so that it aligns with the financing agreement and in order to make the first version available in April (60 days before the start of the year, cf. financing agreement funding) To enhance the overall performance: i) Address the low completion rate in Component 2 by identifying and resolving any obstacles, ii) Initiate activities under Component 3.1 promptly, and iii) Expedite activities in Component 3 to align with budget utilization	KM/M&E Coordinator's PMU /VSF- G/AAHI	04/2024

Performance of M&E System **Rating: 4**

Justification of rating

94. The project has an M&E plan and framework in place, reflecting its commitment to monitoring progress and evaluating effectiveness. VSF-G, the main implementing partner, has set up a data gathering and analysis system that includes the SSLRP. The project successfully collected detailed information about CBO/CIG members and established a database. However, there is a room for improvement in capturing additional performance-related data, particularly regarding the administrative and economic governance of supported CBOs and environmental and social safeguard measures. Consistency and adherence to reporting measures outlined in the project's M&E manual should be prioritized. Additionally, the baseline survey is still ongoing and has not been finalized yet.

M&E System Review

95. The project has M&E plan and framework in place to keep track of its progress and evaluate its effectiveness. VSF-G has set up a system to gather and analyse data within their organization, which includes the SSLRP. This system is fully operational and helps collect, store, analyse, and report data, along with other tools to monitor and evaluate the project. The project managed to capture detail information about CBO/CIG members and established database. This database captures detailed information about the targeted groups, disaggregated by gender, age, and status. However, there is room for improvement in capturing additional information related to the project's performance. Specifically, it is crucial to include data on (i) the administrative and economic governance of the supported organizations and (ii) the environmental and social safeguard measures implemented for the supported investments. Incorporating these aspects will contribute to enhancing the project's overall performance by enabling better provision of training services and facilitating visits for beneficiaries to exchange experiences. Furthermore, to effectively monitor activities on the ground, it is recommended that the project considers using digitized data collection tools such as Kobo Toolbox. With the anticipated high volume of data to be collected once the project's real investment begins, utilizing digital tools will be appropriate and necessary to effectively manage and maintain data quality. To facilitate this, it is suggested that each CF is equipped with a device to collect data on a day-to-day basis and is trained on its usage.
96. The project has also made use of recommended templates such as result framework, the AWPB, and has populated the corresponding templates accordingly. The result framework progress report assesses the level of achievement of the logical framework indicators in comparison to the baseline, MTR, and overall targets. Similarly, the AWPB progress report allows for a comparison and analysis of annual target and accomplishments to date. However, there is a need for consistency in reporting the physical and financial performance of the project, particularly in terms of activity descriptions within the AWPB, the physical performance report, and the expenditure report. Moreover, the annual progress report (April 2022 - June 2023) on project performance, provided to the mission, does not fully adhere to the format and structure of reporting stipulated in the project M&E manual. For instance, not all the required appendices are available, and there is a lack of documentation on the execution status of Component 3 and the M&E Component. Additionally, the report does not present the way forward in a Component-wise manner. To address these concerns, the mission recommends that the project adhere to the reporting measures outlined in the project M&E manual, or alternatively, update the manual to align with the current reporting requirements.
97. The baseline survey is still ongoing, and the mission recommends expediting the survey and providing the report as soon as possible, in order to capture timely data and to populate the result framework accordingly. Furthermore, M&E activities, including regular monitoring visits conducted by the SPCU with implementing partners, as well as training sessions for communities and community facilitators on M&E and data collection, should be conducted in parallel with the project's investment activities.

Agreed Action	Responsibility	Agreed Date
Baseline survey Finalize the project baseline study and update the logical framework accordingly.	M&E - SPCU/VSF	11/2023
Quality of reporting Improve the quality of M&E data to also capture information on (i) the administrative and economic governance of the supported organizations, (ii) the environmental and social safeguard measures of the supported investments in order to help improve the performance of the project in terms of provision of training services and visits to exchange experiences between project beneficiaries	M&E Officer/SPCU	03/2024
Digitize data collection tools Implement the use of digital data collection tools like Kobo Toolbox to efficiently monitor activities on the ground. Develop and implement a system for the use of devices for regular data collection and provide training on their use.	M&E - SPCU/VSF	07/2024
Ensure consistency in reporting Establish a standardized reporting approach for physical and financial performance across all project templates, including the AWPB, physical performance report, and expenditure report. Maintain uniformity in activity descriptions and ensure accurate and consistent reporting	M&E/Finance – SPCU/VSF	07/2024
Preparation of the RMF: conduct additional studies Carry out the study of effects and specific thematic studies (beneficiary satisfaction survey, studies on productivity and yields, etc.) for the documentation of changes induced by project activities and monitoring of the logical framework	M&E officer/VSF-G, AAH	11/2024
Capacity Building Organize refresher training for project M&E stakeholders on M&E tools (monitoring, evaluation systems, reporting, data collection tools, etc.)	M&E officer/VSF-G, AAH	01/2025

Social, Environment, and Climate Standards requirements

Rating: 4

Justification of rating

98. The Environmental and Social screenings and ESMP preparation has been carried out. The mission recommended to draw out a separate report for each CAR based on the context specificity of the road, which was agreed to be completed in January 2024. In addition, the project is commended for taking the necessary steps to improve the social and environmental screening process of project activities. Drawing on IFAD's Social, Environmental and Climate Change Assessment Procedures (SECAP), the project has screened all the 23 identified community access roads as well as targeted livelihood activities for investments in various Payams. 2,610 households (1,220 female-headed; and 1,390 male-headed) have been registered to participate in Labour-Intensive Public Works (LIPWs). The project also conducted a SECAP training for the benefit of 30 CFs, 5 Community Rural Development Officers, 5 M&E and 3 project Assistants. The project is also working across to ensure the integration of SECAP requirements in procurement processes. VSF-G has recruited a Climate & Environment consultant, and a second officer is shared between World Bank and IFAD projects at the SPCU.

SECAP Review

99. A SECAP review note was developed at the design stage of the project and its environment and social risk categorised as Category B. As such, the potential and actual risks are limited, site specific and can be reversed or mitigated through project interventions. The climate risk classification was rated Moderate. Available data show that temperatures in South Sudan are rising and the weather is becoming drier. It is likely that these changes are related to global climate change. There has been an increase of temperature by 1.3°C and rainfall reduced by 20 per cent between 1900 and 2009. In the 2000s, much of South Sudan was over 2 °C warmer on average than in the 1970s, with the central and southern regions registering an increase of as much as 0.4 °C per decade – one of the highest increases in the world.

100. The main activities that could have environmental and social concern are construction and/or rehabilitation of water infrastructures, rehabilitation/upgrading/construction of road, construction of processing and storage facilities and some agricultural inputs. The project is applying the Community Driven Development (CDD) approach at all beneficiary counties. Thus, selection of infrastructure per county has been based on the need of the community including in the Community Development Plan (CDP). However, taking the budget allocated for infrastructure development into consideration, Infrastructures with huge

environmental and social impacts are not as such expected. Some of the anticipated impacts are pollution of environmental media such as water, soil, etc, land clearance/deforestation, occupational health hazard, water use conflicts, temporary/permanent displacement of people, conversion and/or loss of physical cultural resources during construction of infrastructures etc. Most of the impacts are localized to the project site, short term and most importantly can be avoided/reduced or mitigated by properly applying mitigation measures.

101. The project is commended for taking the necessary steps to improve the social and environmental screening process of project activities. Drawing on IFAD's Social, Environmental and Climate Change Assessment Procedures (SECAP), the project has screened all the 23 identified community access roads as well as targeted livelihood activities for investments in various Payams. 2,610 households (1,220 female-headed; and 1,390 male-headed) have been registered to participate in Labour-Intensive Public Works (LIPWs). The project also conducted a SECAP training for the benefit of 30 CFs, 5 Community Rural Development Officers, 5 M&E and 3 project Assistants. The project is also working across to ensure the integration of SECAP requirements in procurement processes. VSF-G has recruited a Climate & Environment consultant, and a second officer is shared between Word Bank and IFAD projects at the SPCU.
102. Finally, the S-PCU shared the GRM manual with VSF-G last year. Traction is expected from VSF-G to fully operationalise the manual as well as establishing acceptable standard reporting procedures of GRM-related incidents. VSF-G have been in contact with MTN mobile company and have ongoing discussions about establishing a toll-free line enhance the operationalisation of the GRM of the project.

Agreed Action	Responsibility	Agreed Date
Context-specificity of ESMPs ESMP for the 23 community access roads that have been identified need to reflect individual road socio-economic and environmental specificities (no one size fits all approach)	MAFS/PMU in collaboration with VSF-G and AAHI	02/2024
GRM reporting standards Expedite the establishing of seamless communication and reporting channels from national to community levels	MAFS/PMU/ VSF-G	04/2024

d. Financial Management & Execution

Acceptable Disbursement Rate **Rating: 4.0**

Justification of rating

103. The project is in its 3rd year of implementation, and the first disbursement was in June 2022. As of September 30, 2023, IFAD had disbursed USD 0.463 million (24.37%) for the IFAD loan and USD 1.926 million (24.39%) for the IFAD Grant. The actual utilization at the project level is still low considering that the project entered into force on June 23, 2021. The following are the actual utilization rates for each financing instrument: IFAD Loan of USD 0.363 million (19.1%), IFAD Grant of USD 1.547 million (19.6%).

Main issues

104. The mission noted that there is a significant amount of overspending under the IFAD Loan, category "operating cost". As per the IFAD system, the current utilization level under this category is 216.5%. However, this amount only includes the expenditures up to June 30th. The project's Q2-2023 IFRs include additional costs in the amount of USD 0.148 million. In addition, previously IFAD had not recorded the operating cost of USD 20 thousand reported by the project due to overdrafts under this category. As of 30 September 2023, the total utilization under this category is USD 0.297 million, which represents 495% of the total allocated amount at design.
105. The project will not be able to justify any additional operating costs under the IFAD loan, including the expenditures reported in the Q2-23 IFRs, unless a formal reallocation takes place. Currently, the approved amount for the operating cost is USD 60 thousand, which represents 3% of the IFAD Loan. The maximum amount that can be reallocated to this category is USD 0.225 million, which will increase the allocated recurrent cost amount to USD 0.285 million, (15% of the total IFAD loan). The reallocation may take place based on a formal request from the Borrower, but it is subject to IFAD's approval.
106. The mission would also like to emphasize that the operating costs under the IFAD Grant are very high. We noted that monitoring of operating costs needed to be improved to avoid further deficiencies under this category, including the SPCU and VSF-G level. The project should analyse the operating costs and reduce the budget where possible.

Agreed Action	Responsibility	Agreed Date
Analysis on operating costs: Perform analysis on operating costs and reduce the cost where possible. The analysis should be shared with IFAD.	SPCU/VSF-G	11/2023

Fiduciary aspects

Justification of rating

107. There are some shortcomings in the financial management, which need to be improved to ensure funds are used for intended purposes. The main shortcomings are including: (i) lack of effective budget preparation and monitoring; (ii) effective fixed asset management; (iii) absence of cost sharing framework agreement in the SPCU; and (iv) limited knowledge about IFAD's policies and procedures. These shortcomings, especially lack of effective budget monitoring increase the risk of ineligible expenditures. Therefore, the quality of FM is rated as moderately unsatisfactory. Once these shortcomings are addressed the FM quality rating will be upgraded.

Main issues

108. **Staffing.** The finance team consists of two finance staff in the SPCU, including a finance manager and an accountant, and they both have relevant educational backgrounds and experience. FM aspects are managed by one finance officer in the VSF-G office. There are some capacity gaps in terms of budget preparation, effective budget monitoring and internal controls, which may result in ineligible expenditures. The FM staff need to further improve their knowledge about IFAD policies, rules, and procedures for effective implementation.
109. **Budgeting.** The mission reviewed the AWPB for FY2022-2023 and identified some weaknesses in the budget preparation and monitoring. Overall spending was within the approved budget. However, there were significant overspendings in some budget lines. The mission also noted that there are inconsistencies between budgeted figures in the AWPB 2023-24 and the figures indicated in the actual vs budget report submitted by VSF-G. There were some additional lines in the detailed actual vs budget reports with expenditures, without a budget line. IFAD GSs clearly specifies that the expenditures must be covered by the relevant AWPB to be considered eligible. The project needs to revise the AWPB 2023-24 as soon as possible and submit for IFAD's no objection to avoid these expenditures being declared as ineligible.
110. The SPCU and VSF-G should implement the activities strictly in line with the approved AWPB, which is prepared taking into consideration available funds and approved amounts as per the design and financing agreement.
111. **Internal Controls.** Internal audit arrangements are in place in VSF- Germany and they have a detailed FM manual. The internal audit is yet to be completed, therefore no internal audit reports were available. At government level, the project is following FM arrangements indicated in the PIM. The internal audit is centralized in the MoF, and the MoF assigns the responsibility to the relevant Ministries. The MAFS has the internal audit unit, however, since there is a capacity issue, delays in internal audits expected. SSLRP has not been included in the MAFS's internal audit plan yet. The Finance team should ensure that SSLRP is included in the next internal audit plan of MAFS and the reports should be submitted to IFAD regularly.
112. The mission noted that there is no systematic arrangement in place for the cost sharing in the SPCU and it is difficult to monitor what is supposed to be paid from different projects/financings in terms of cost shared transactions such as utility bills, office expenditures etc. There should be a framework agreement, which specifies the cost sharing arrangements between different projects.
113. **Asset register:** There were some errors in the fixed asset register and some items were missing. The SPCU needs to ensure proper safeguarding of all assets and accuracy of the fixed asset register. The asset register should include all assets purchased from IFAD financing with all required details, including the correct tag numbers, custodian names and exact location of the asset. The project should also perform physical asset verification at least annually.
114. The mission also noted that Mr. Mathew Gordon Udo has a managerial role in the Co-operative Bank of South Sudan and he is one of the authorized signatory for the project account as well. This situation falls within the scope of conflict of interest, and we recommended to revise the authorized signatory, but it was not agreed. The SSLRP explained that the Government holds shares in Cooperative Bank of South Sudan. Thereby, a government officer is nominated to sit on the board. This role is on rotational basis and the representation is currently with MAFS, who have nominated Professor Udo. MAFS highlighted that this is not conflict of interest because it is a board nomination on official capacity and not a personal appointment.
115. **Accounting and Financial Reporting.** Both SPCU's and VSF's accounting software meets the IFAD's minimum requirements. The project submits IFRs to IFAD in a timely manner. However, the SPCU should closely monitor actual utilization levels before submitting the IFRs. Annual financial statements are shared with IFAD during the mission and reviewed. Some recommendations made to improve the reports as per IFAD requirements as some disclosures were missing. Both accounting systems have the budget function and allows budget monitoring. Both SPCU and VSF-G should enter their budget in the accounting system and perform regular budget monitoring. During the previous IFAD mission, it was recommended to insert the AWPB in the accounting software, but it was not implemented. It is important to put in place effective budget monitoring system through accounting software. Therefore, the deadline of the previous mission recommendation is extended to 31 December 23.
116. **Flow of Funds.** IFAD funds flow through two designated accounts. All withdrawal applications are submitted by SPCU and funds are transferred to the designated accounts maintained by SPCU and VSF Germany. While VSF Germany is processing the payments through accounting software by EFT, all SPCU payments are made by manual cheques.
117. **SOE Sampling.** The mission sampled selected number of transactions listed in the SOEs (representing 25 per cent of the SOEs) and some fixed assets. The findings are as follows:
118. Purchase of 5 generators were included in the Procurement Plan. However, there were not included in the AWPB. The project informed mission that these are budgeted in the 2022-23 AWPB under the line "Internet services installation in 10 States". However, this budget line does not seem correct for the activity. In the future, they should have a separate line for the equipment

purchase in the AWPB. The generators were also not included in the asset register.

119. A water tank was purchased in October 2023. The project informed IFAD that this item is budgeted under "Office Utilities - Electricity, water, janitor". However, purchase of the water tank should have been included in the PP and have a separate line for the purchase as this is an equipment purchase and it is difficult to understand if the mentioned budget line is relating to this purchase.
120. The VSF Germany paid a rent for Bor Office in January in the amount of USD 1 657. In the lease agreement, it is specified that one thousand three hundred US dollars payable quarterly in advance at the rate of USD 1 675, less applicable tax of 20%. In this case payment of the rent should have been USD 1 300. IFAD financing should not be used to pay taxes. This amount should be refunded to IFAD.
121. **Audit.** The project will have its first external audit this year. Therefore, no rating assigned to the quality and timeliness of the audit. Annual financial statements will be audited by the National Audit Chamber (NAC) as per the ISA and the full audit package, including the management letter will be submitted to the IFAD by 31st December 2023. The Audit Chamber's capacity is still being developed and there is a lack of human capacity. The NAC should audit the project accounts only if their capacity is enhanced, or a private practice auditors should be appointed.

Agreed Action	Responsibility	Agreed Date
Submit draft audit TORs and draft financial statements to IFAD for review and clearance.	Finance Officer	09/2023
Revised Annual Financial Statements: Submission of revised annual financial statements.	SPCU Finance Team	11/2023
Revision of 2023-24 AWPB: Revision of the AWPB for FY 2023-2024 to reflect omitted activities in the VSF-G's budget, and implement the activities strictly in accordance with the approved AWPB. Any expenditures outside of the AWPB will be declared ineligible.	SPCU Finance Team	11/2023
Refund of Tax: Refund of tax paid from IFAD sources	VSF-G Finance Team	11/2023
Input asset register in accounting software Prepare asset register in Quickbook and tag all the asset Update during July 2023 mission Tagging of assets has started - but assets have not been registered in Quick Books.	Finance Unit	12/2023
Upload AWPB in the accounting software PCU and VSF to input in their accounting software the approved AWPB for 2023. Update during July 2023 mission PCU did not post AWPB for 2022-23 in the accounting software. This will be done for the 2023-24. New deadline is 31 July 2023	Finance Officer and Accountant	12/2023
Fixed Asset Register and Physical Asset Verification: Errors / mismatches in the asset register should be corrected and all assets should be included in the asset register. The project should also ensure that Physical Asset Verification takes place by the end of December. The person who is performing the verification should be someone other than the asset custodian	SPCU Finance Team and M & E	12/2023
Submission of External Audit Reports External Audit to be performed as per IFAD's Financial Reporting and Auditing Handbook and in accordance with International Auditing Standards. Full audit package to be submitted to IFAD by IFAD deadlines.		12/2023
Update the PIM to provide for payments for international travel DSAs that should be aligned to UN rates, petty cash transaction limits and implementation requirements under the Dutch SF grant.	Finance Officer	12/2023
Internal Audit Arrangements: The SPCU internal audit arrangements should be discussed with the internal audit unit under the MAFS to include the SSLRP in their annual internal audit plan and submit the internal audit reports to IFAD annually.	SPCU Finance Team	01/2024
Cost Sharing Framework Agreement: Establishment of a framework agreement, which specifies the cost sharing arrangements between different projects.	SPCU	02/2024

Quality and Timeliness of Audit

Rating:

Counterparts Funds

Rating: 4

Justification of rating

122. The current level of implementation is quite low and only USD 4.00 thousand-government contribution has been reported under

the Component 3.2. The activities were not affected by the absence of counterpart contributions.

Main issues

123. The SSLRP design envisaged an in-kind contribution of US\$ 1.6 million from the GoSS and US\$ 1.04 million from beneficiaries. There are some expenditures incurred under the Component 1 and 2, however, the VSF-G has not valued the government and beneficiary in-kind contributions yet. Relevant recommendations were made during previous IFAD mission about the valuation of in-kind contributions, but they were not implemented. The deadline of these recommendations are extended due to low implementation.

Agreed Action	Responsibility	Agreed Date
<p>Prepare government contribution valuation</p> <p>SSLRP should involve expert in valuing office space government has granted the project and account for tax exemption on asset purchased.</p> <p>Update during July 2023 mission The exercise has not been initiated by PCU. The Financial Manager of SPCU has agreed to take a lead to ensure that the exercise is done. New deadline agreed is October 2023</p>	PCU	02/2024
<p>Account for beneficiaries contribution</p> <p>SSLRP should involve expert in valuing beneficiaries contribution every two months.</p>	PCU	02/2024

Compliance with Loan Covenants **Rating: 4**

Justification of rating

124. The performance of compliance with loan covenants is (04) moderately satisfactory as the project has complied with most of the legal covenants with some exceptions as noted. There was no information relating to previous mission rating. The mission found that the project was compliant with all agreed legal covenants except for GC Section 7.08 (a) which requires the Project to insure all vehicles, equipment and civil works used in the project against such risks and in such amounts as shall be consistent with sound commercial practices. They only have insurance for vehicles, whereas equipment is not insured. No civil works as yet. The issue of Tax has not also been complied.

Main issues

125. During the Mission, it was noted that Bor office rent in the amount of USD 1.657 thousand included a tax payment. IFAD funds should not be used to pay taxes and this tax amount should be refunded to IFAD. This is a major Loan Covenant that has to be tackled once and for all to ensure such issues do not recur.

Agreed Action	Responsibility	Agreed Date
<p>Tax Refund</p> <p>Refund of tax paid from IFAD sources</p>	VSF	02/2023

Procurement

Procurement **Rating: 4**

Justification of rating

126. The Mission has observed that procurement actions continue to be consistent with the current AWPB and Procurement Plan. Procurement processes are aligned with budgets and agreed methods for supply of Goods and services. The project is rated Moderately Satisfactory (04). There was no information on previous rating of procurement. Processes and procedures applied exhibit some shortcomings and avoidable errors especially in the drafting of Bidding documents and evaluation of Bids/proposals. The Project is in the third year of implementation, so it is expected that implementation will be accelerated in the coming months to make up for the lost time. The Project Procurement Officer at the S-PCU and VSF-Germany have considerable experience in donor-funding procurement but not well versed in IFAD procurement procedures. Both the S-PCU and VSF-G Procurement Officers would require hands-on capacity building to bring them to speed with IFAD procurement procedures.

Procurement Review

127. **Document review of SSLRP contracts portfolio in the CMT prior to the mission-** Two big ticket contracts for: Recruitment of VSF-G and AAHI totalled USD 4,640,324.00; USD 2,817,740 and USD 2,822,584 respectively. These 2 procurement activities represented more than 70 per cent of procurement of services. They were both recruited under Single Source Selection (SSS) method. There were no significant sources of risk identified except that the Key personnel for VSF-G were not provided at the proposal stage.

128. **SECAP risk Management** - Both SSLRP and VSF-G uses IFAD Standard Bidding Documents and Contracts that have adequate provision for SECAP as part of the various solicitation documents and contracts. SECAP requirements are also captured in the PIM. So far, no SECAP issues have come up. It is expected that SECAP risks will be monitored during the implementation of CBOs investment roll out and the implementation of the Labor-Intensive Public Works Component of the Project.
129. **Review of Procurement Strategy and Procurement Planning Process** - The revised procurement plan (PP) of 2023-24 in the IFAD OPEN system includes goods, Works and Consulting Services for a total cost of USD 6,843,610, with Works procurement taking about 88 per cent (USD 6,025,000) of the value of all 3 categories of procurement. The PP has been updated with actuals and follows the IFAD template with reference to the activities in the AWPB. Out of 35 items of the PP, the project has completed procurement process for 25 procurements, representing (71 per cent) of planned procurement. The selection of procurement methods is in compliance with the provisions of the Letter to the Recipient (LTR). The LIPW strategy for the Rehabilitate of 44 km road in Magwi is to be procured using ICB procurement method. There is only one item in the PP for an estimated contract sum of USD 6,000,000.00. It is advised that the full scope of works should be sliced and packaged in the PP so we have a clear idea of the number of Lots there will be.
130. **Review of Processes and Procedures from Prequalification/Shortlisting to Receipt of Bids/Proposals** - The Mission reviewed three randomly selected procurements of which 2 out of 7 were for Goods and 1 out of 7 was for Services. The Mission noted that the procurement processes are generally consistent with the IFAD Procurement Guidelines. The IFAD Standard Bidding Documents (SBDs) were used. The SBDs have mandatory requirements such as provisions of SECAP, prevention of sexual harassment and abuse and Self Certification form by the bidders. It was observed that the Procurement Officers are not conversant with preparing Bidding Documents using the SBDs. Suggestions in many italics were not used. Technical specifications were found to be scanty and restrictive (no ranges were provided for dimensions). In one instance, it was observed that the Quotation for Supply of Motorbikes were received on 4th January 2023 but were opened on 16th January 2023. Also, one Bidder for the Motorbikes submitted a bid and an option whilst the solicitation document did not allow for Alternative Bids.
131. **Review of Processes and Procedures for Bid/Proposal Evaluation and Contract Award** - Processes and procedures are consistent and comply with IFAD Procurement Guidelines and Handbook, other policies, and requirements, regarding prohibited practices, SECAP, IFAD's right to audit, and provisions for prior review. The S-PCU constitutes an evaluation committee each time there is an evaluation. There was evidence of a memo written to appoint the committee members. Each member also signed a Declaration of Conflict-of-Interest Form for every evaluation. There is usually included in the panel, at least 1 member with technical knowledge and experience related to the subject matter of the procurement. Except for one occasion, bids immediately opened after the bid closing deadline. The evaluations are done by respective Technical Evaluation Committees (TEC) comprising of at least three members. The findings of the TEC are placed before the Head of Procuring Entity for review and approval. Depending on the threshold and method of procurement, Evaluation reports are submitted to IFAD for No Objection. Thereafter a NOITA is issued to all Bidders/Consultants. After the Standstill Period, a Notice of Award is issued to the winning bidder. The entire process is transparent.
132. **Review of Contract management and Administration and CMT accuracy and Timelines** - the project uses the CMT system of IFAD for contract monitoring, which was updated for all contracts that were signed, the project was advised during the mission to continuously update the CMT.
133. **Review of Record Retention** - The records by the procurement section are kept in a lockable cabinet. The pages in the files are serially numbered but not indexed. Indexing the pages will facilitate quick access and retrieval. The project is maintaining separate files for each procurement at S-PCU level. Files are not serially numbered but most required documents have been kept in the file except copy of the PP. So far, no procurement has requested Bidders to provide Bid security. However, the PIM stipulates how Bid Securities should be handled during the receipt and opening of Bids up to contract signature.
134. **Staffing and staff Capacity for Procurement** - Carrying out procurement efficiently is critical to have a good project implementation, to the attainment of a project's objectives, and to its sustainability. One of the points reviewed was the skills and competences to undertake project procurement. It was observed that both Procurement Officers for the S-CPU and VSF-G would require hands-on capacity building in IFAD procurement procedures.
135. **Issues Identified in the Previous Procurement Supervision and Aide- Mémoire:**
136. The previous Mission recommended action on 4 procurement actions, of which 2 were implemented. The agreed actions during this Mission and presented below, including the 2 actions from the previous Mission and new actions.

Agreed Action	Responsibility	Agreed Date
Record Management Incorporate checklists for all procurement files consistent with IFAD procurement handbook. Procurement files to include contract management records/correspondence and updates to CMT	VSF-G Project Manager	12/2023
Improved bidding document Bidding documents for Goods should have detailed Technical Specifications including warranties	S-PCU Procurement officer	12/2023
Compliance with criteria in bidding document Evaluation of Bids should be done in accordance to the evaluation criteria in the Bidding Documents	VSF-G Procurement officer	12/2023
Support to VSF-G The S-PCU to continue to provide procurement support to VSF-G on IFAD procurement procedures	S-PCU procurement officer	12/2023
Capacity Building Organize a Project Procurement training workshop for management, technical and procurement staff in link with IFAD	Project manager	04/2024

e. Key SIS Indicators

Likelihood of Achieving the Development Objective

Rating: 4.1

Assessment of the Overall Implementation Performance

Rating: 3.82

F. Agreed Actions

Agreed Action	Responsibility	Agreed Date
Overview and Project Progress		
Capacity assessment Move ahead with the FAO report without waiting for the Cooperatives section to be added	S-PCU	12/2023
Development of CDPs Focus on at least 70 and diverse sets of ideas so far presented as CDPs, and review them on the basis of first individuals rather than group's activities, and ensure that the packaging (micro-projects) are informed by technical, business, and/or responsive and fundable cases	AAHI	02/2024
Community Investments Ensure review of the conceptual group approach inside the business plans to promote households level production and enterprises with focus of the group on collective cross cutting investments, extension delivery facilitation, coordination, group marketing and all cooperative services.	AAH	02/2024

<p>Community Investments</p> <p>In the cases of LIPWs, review the procurement plans and allow the involvement of Project Management Committees, to be involved in the local procurement of tools available within their location</p>	VSF-G / IFAD	02/2024
<p>Context-specificity of ESMPs</p> <p>ESMP for the 23 identified community access roads need to reflect individual road socio-economic and environmental specificities (no one size fits all approach).</p>	MAFS/PMU with VSF-G and AAHI	02/2024
<p>Seed banks</p> <p>Focus seed efforts on the planned seed multiplication groups and their development as local seed businesses.</p>	AAH	02/2024
<p>CBO business plans</p> <p>Review all the 347 activities for their business and technical fitness, where ownership can be individual, or group based as needed</p>	AAHI/VSF-G	12/2024
<p>Capacity building</p> <p>Retrain CFs and/or proceed to recruit capable CFs not mobilisers, and encourage use of technical subject matter specialists, to inform the re-packaging of the activities based on sound criteria of affordability, technical viability, effectiveness, etc.</p>	AAHI/VSF-G	12/2024
<p>Productive infrastructure</p> <p>Identify the community level infrastructures in promoting a complementary and supporting investments to the business plans promoted at CBO level.</p>	VSF/AAH	12/2024
<p>Partner engagement</p> <p>Increased efforts need to be made to engage with the range of project partners, with documented minutes for action and follow-up</p>	S-PCU	12/2024
<p>Project oversight</p> <p>Continue to minute the outcome of regular coordination and field supervision visits</p>	S-PCU	12/2024
Development Effectiveness		
<p>Targeting Action Plan</p> <p>Develop an action plan to target youth</p>	VSF-G	02/2024
<p>Continue awareness, information and communication campaigns.</p> <p>To mobilize and involve communities in the social inclusion process, and especially to encourage the involvement of young people.</p>	VSF-G	02/2024
<p>Women's empowerment</p> <p>Accelerate recruitment of GALS specialist and develop a women's empowerment action plan</p>	VSF-G	02/2024
<p>Review of the conceptual approach for business plans</p> <p>To promote household level production and enterprises with focus of the group on collective cross cutting investments, extension delivery facilitation, coordination, group marketing and all cooperative services.</p>	AAH	02/2024

Seed banks Focus seed efforts on the planned seed multiplication groups and their development as local seed businesses.	AAH	02/2024
Nutrition Action Plan Develop a nutrition action plan	VSF-G	02/2024
Socio-economic study Finalise the socio-economic study	M&E	03/2024
Increasing targeting of youth, female heads of households, returnees and persons with disabilities Present a detailed profile of the members of the targeted households in order to have a better visibility of the categories of beneficiaries for project support and implement all targeting mechanisms in order to maximise the selection of priority groups	VSF-G	04/2024
Improved disaggregation and analysis of project data Disaggregate beneficiary data (e.g. by gender, social category with socio-economic profile, youth, returnees, people with disabilities, etc.)	M&E	04/2024
Nutrition Study Accelerate the recruitment of the consultant to conduct the Nutrition Knowledge, Attitudes and Practices study	VSF-G	04/2024
Identification of significant changes As part of results-oriented monitoring, integrate into the tools the identification of significant changes on project beneficiaries which will serve as analysis variables as part of a participatory evaluation of the effects and impacts of the project.	KM/M&E Coordinator's PMU /VSF- G/AAHI	12/2024
Effectiveness of technical and economic targeting and sustainability of beneficiaries' livelihoods Adopt an integrated approach that takes into account the spatial dimension of production, the socio-economic and nutritional dimensions, and that orient households towards an entrepreneurial logic to ensure greater sustainability of interventions	VSF-G	12/2024
Productive infrastructure Identify the community level infrastructures to be invested in that is complementary and supportive of CBO micro-projects.	VSF/AAH	12/2024
Adaptation and resilience building Continue community engagement for a better understanding of adaptation and resilience building in priority community socioeconomic activities	SPCU, AAHI and VSF-G	12/2024
Sustainability and Scaling up		
AWPB with AfDB More frequent discussion and planning is needed with AfDB, with identified parallel financing activities identified in each year's AWPB	SPCU	12/2023
Documentation of AfDB parallel financing SSLRP to develop a documentation and financing calculation process to report on AfDB parallel financing	SPCU	12/2023

Grievance mechanism Implement a complaints management system, including rapid assessment investigations for beneficiaries.	VSF-G	02/2024
SECAP Community capacity development and environmental awareness-raising	S-PCU, AAHI and VSF-G	12/2024
Project Management		
Baseline survey Finalize the project baseline study and update the logical framework accordingly.	M&E - SPCU/VSF	11/2023
Context-specificity of ESMPs ESMP for the 23 community access roads that have been identified need to reflect individual road socio-economic and environmental specificities (no one size fits all approach)	MAFS/PMU in collaboration with VSF-G and AAHI	02/2024
Quality of reporting Improve the quality of M&E data to also capture information on (i) the administrative and economic governance of the supported organizations, (ii) the environmental and social safeguard measures of the supported investments in order to help improve the performance of the project in terms of provision of training services and visits to exchange experiences between project beneficiaries	M&E Officer/SPCU	03/2024
Development of AWPBs Update the PIM to improve compliance with the planning stages of the AWPB so that it aligns with the financing agreement and in order to make the first version available in April (60 days before the start of the year, cf. financing agreement funding) To enhance the overall performance: i) Address the low completion rate in Component 2 by identifying and resolving any obstacles, ii) Initiate activities under Component 3.1 promptly, and iii) Expedite activities in Component 3 to align with budget utilization	KM/M&E Coordinator's PMU /VSF-G/AAHI	04/2024
GRM reporting standards Expedite the establishing of seamless communication and reporting channels from national to community levels	MAFS/PMU/VSF-G	04/2024
Develop realistic implementation plans Ensure that future implementation plans are realistic and aligned with available resources	SPCU/ VSF-G/AAHI	06/2024
Capacity building on KM Ensure capacity building of the team in charge of KM on the KM approach according to the IFAD directives with a view to achieving a harmonized methodological approach for identifying and documenting the KM activities of the SSLRP Ensure the participatory development of the project's KM strategy and its proper implementation.	M&E Officer/S-PCU	07/2024
Digitize data collection tools Implement the use of digital data collection tools like Kobo Toolbox to efficiently monitor activities on the ground. Develop and implement a system for the use of devices for regular data collection and provide training on their use.	M&E - SPCU/VSF	07/2024

<p>Ensure consistency in reporting</p> <p>Establish a standardized reporting approach for physical and financial performance across all project templates, including the AWPB, physical performance report, and expenditure report. Maintain uniformity in activity descriptions and ensure accurate and consistent reporting</p>	M&E/Finance – SPCU/VSF	07/2024
<p>Preparation of the RMF: conduct additional studies</p> <p>Carry out the study of effects and specific thematic studies (beneficiary satisfaction survey, studies on productivity and yields, etc.) for the documentation of changes induced by project activities and monitoring of the logical framework</p>	M&E officer/VSF-G, AAH	11/2024
<p>Visibility on project actions</p> <p>Strengthen communication/awareness actions aimed at beneficiaries on the project's activities and its operating mode and with emphasis on the results obtained and next steps, climate and environment issues, nutrition, equality issues gender and other issues of importance for achieving the project development objective.</p> <p>Ensure wider media coverage of major project events across the entire scope of the intervention area in order to ensure good visibility (reinforced media coverage including targeted and interactive broadcasts via local approaches or radio stations of all the major events of the project.</p>	M&E officer/VSF-G, AAHI	12/2024
<p>Documentation of knowledge</p> <p>Based on the results of the baseline study, carry out an assessment of the quality and functionality of the CDPs and different CBOs which will help to generate knowledge and lessons learned useful for improving the planning of planned activities, the achievement of related results indicators and identify potential CBO models that could serve as a lever for visits to exchange experiences between communities</p>	M&E officer/VSF-G, AAHI	12/2024
<p>Implement electronic archives</p> <p>Explore the use of electronic archives to streamline knowledge storage and retrieval. Establish a digital platform that provides easy access to data, reports, and other documentation. This will enhance the efficiency and effectiveness of knowledge sharing among project stakeholders.</p>	S-PCU/ VSF-G/AAHI	12/2024
<p>Involvement of beneficiary communities in the capitalization and dissemination of knowledge</p> <p>Adopt an interactive knowledge management approach by organizing community action research sessions to identify elements of knowledge to capitalize on and train communities on observation and collection of information for better capture of changes objects of knowledge retained to better document them</p> <p>Organize review workshops to share good practices and relevant knowledge/experience observed and documented for the sharing of exemplarity and the culture of good practices and knowledge recorded throughout the project area</p>	M&E officer/VSF-G, AAHI	12/2024
<p>Capacity Building</p> <p>Organize refresher training for project M&E stakeholders on M&E tools (monitoring, evaluation systems, reporting, data collection tools, etc.)</p>	M&E officer/VSF-G, AAH	01/2025
Financial Management & Execution		
<p>Tax Refund</p> <p>Refund of tax paid from IFAD sources</p>	VSF	02/2023
<p>Submit draft audit TORs and draft financial statements to IFAD for review and clearance.</p>	Finance Officer	09/2023
<p>Analysis on operating costs: Perform analysis on operating costs and reduce the cost where possible. The analysis should be shared with IFAD.</p>	SPCU/VSF-G	11/2023

<p>Revised Annual Financial Statements:</p> <p>Submission of revised annual financial statements.</p>	SPCU Finance Team	11/2023
<p>Revision of 2023-24 AWPB:</p> <p>Revision of the AWPB for FY 2023-2024 to reflect omitted activities in the VSF-G's budget, and implement the activities strictly in accordance with the approved AWPB. Any expenditures outside of the AWPB will be declared ineligible.</p>	SPCU Finance Team	11/2023
<p>Refund of Tax: Refund of tax paid from IFAD sources</p>	VSF-G Finance Team	11/2023
<p>Record Management</p> <p>Incorporate checklists for all procurement files consistent with IFAD procurement handbook. Procurement files to include contract management records/correspondence and updates to CMT</p>	VSF-G Project Manager	12/2023
<p>Improved bidding document</p> <p>Bidding documents for Goods should have detailed Technical Specifications including warranties</p>	S-PCU Procurement officer	12/2023
<p>Compliance with criteria in bidding document</p> <p>Evaluation of Bids should be done in accordance to the evaluation criteria in the Bidding Documents</p>	VSF-G Procurement officer	12/2023
<p>Support to VSF-G</p> <p>The S-PCU to continue to provide procurement support to VSF-G on IFAD procurement procedures</p>	S-PCU procurement officer	12/2023
<p>Input asset register in accounting software</p> <p>Prepare asset register in Quickbook and tag all the asset</p> <p>Update during July 2023 mission Tagging of assets has started - but assets have not been registered in Quick Books.</p>	Finance Unit	12/2023
<p>Upload AWPB in the accounting software</p> <p>PCU and VSF to input in their accounting software the approved AWPB for 2023.</p> <p>Update during July 2023 mission PCU did not post AWPB for 2022-23 in the accounting software. This will be done for the 2023-24. New deadline is 31 July 2023</p>	Finance Officer and Accountant	12/2023
<p>Fixed Asset Register and Physical Asset Verification:</p> <p>Errors / mismatches in the asset register should be corrected and all assets should be included in the asset register. The project should also ensure that Physical Asset Verification takes place by the end of December. The person who is performing the verification should be someone other than the asset custodian</p>	SPCU Finance Team and M & E	12/2023
<p>Submission of External Audit Reports</p> <p>External Audit to be performed as per IFAD's Financial Reporting and Auditing Handbook and in accordance with International Auditing Standards. Full audit package to be submitted to IFAD by IFAD deadlines.</p>		12/2023
<p>Update the PIM to provide for payments for international travel DSAs that should be aligned to UN rates, petty cash transaction limits and implementation requirements under the Dutch SF grant.</p>	Finance Officer	12/2023

<p>Internal Audit Arrangements:</p> <p>The SPCU internal audit arrangements should be discussed with the internal audit unit under the MAFS to include the SSLRP in their annual internal audit plan and submit the internal audit reports to IFAD annually.</p>	SPCU Finance Team	01/2024
<p>Prepare government contribution valuation</p> <p>SSLRP should involve expert in valuing office space government has granted the project and account for tax exemption on asset purchased.</p> <p>Update during July 2023 mission The exercise has not been initiated by PCU. The Financial Manager of SPCU has agreed to take a lead to ensure that the exercise is done. New deadline agreed is October 2023</p>	PCU	02/2024
<p>Account for beneficiaries contribution</p> <p>SSLRP should involve expert in valuing beneficiaries contribution every two months.</p>	PCU	02/2024
<p>Cost Sharing Framework Agreement:</p> <p>Establishment of a framework agreement, which specifies the cost sharing arrangements between different projects.</p>	SPCU	02/2024
<p>Capacity Building</p> <p>Organize a Project Procurement training workshop for management, technical and procurement staff in link with IFAD</p>	Project manager	04/2024

South Sudan

South Sudan Livelihoods Resilience Project Supervision Report

: Logical Framework

Mission Dates: 09 November 2023
Document Date: 16/12/2023
Project No. 2000002869
Report No. 6710-SS

East and Southern Africa Division
Programme Management Department

South Sudan Livelihoods Resilience Project

Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency	Responsibility	
Outreach	1.b Estimated corresponding total number of households members							Progress reports	Six monthly, AOS; Project M&E System	IA and contracted teams undertaking surveys	Political Stability prevails; Government commitment to peace processes; 70 percent of the rural population are considered as youth
	Household members	0	277 452	554 904	59 607	59 607	10.742				
	1.a Corresponding number of households reached							Progress reports	Six monthly, AOS; Project M&E System	IA and contracted teams undertaking surveys	
	Households	0	46 890	93 700	10 277	10 277	11				
	1 Persons receiving services promoted or supported by the project							Progress reports	Six monthly, AOS; Project M&E System	IA and contracted teams undertaking surveys	
	Males	0	110 981	221 962							
	Females	0	166 471	332 942							
Young	0	177 746	355 493								
Total number of persons receiving services	0	277 452	554 904								
Project Goal Contribute to improved and resilient livelihoods among the targeted rural communities	Increase in household asset index							National statistics, household, poverty & gender studies	Baseline, mid-term, completion	MAFS, IA	Investments in climate resilient infrastructure and agricultural technologies promote increased production (A); Increased income is used on household improvements (A)
	Total number of HH members	0	138 726	332 942							
	Households	0	23 425	55 220							
	Percentage	0	25	60							

Results Hierarchy	Indicators						Means of Verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency		Responsibility
Development Objective Empower communities to participate in decision making processes that will recover agriculture livelihoods, build household resilience and promote stability	1.2.8 Women reporting minimum dietary diversity (MDDW)						COI Survey and project reports Service provider report M&E Reports	Baseline, mid-term, MTR, AOS and completion	IA	1) Government of national unity will continue to be effective for peace and stability to continue prevailing (A); 2) Continued Government commitment and implementation of the reforms agenda under Revitalised Peace Agreement (A); 3) Government of national unity will continue ensure peace and stability (A); 4) 70 percent of the rural population are considered as youth ; 5) Investments in climate resilient infrastructure and agricultural technologies promote increased production (A); 6) Increased income is used on household improvements (A); 7) Effectiveness of local government structures to support the project interventions – Community Development Committees (CDCs) and Payam Development	
	Women (%)	0	25	60							
	Women (number)	0	83 235	199 765							
	Households (%)	0	25	60							
	Households (number)	0	27 745	55 490							
	Household members	0	166 471	332 942							
	% of HHs reporting improved food security measured by the Food Insecurity Experience Scale (FIES)						National statistics, household, poverty and gender studies; FIES Survey Module (FIES-SM) COI survey	AOS, Baseline, midline and completion	IA		
	Households	0	25	60							
	Number of households reporting increase in yields of over 25% above baseline (design adoption rate 60%)						National statistics, household, poverty & gender studies	AOS, Baseline, midline and completion	IA		
	Number	0	20 685	56 268							
	SF.2.1 Households satisfied with project-supported services						National statistics, household, poverty & gender studies	AOS, Baseline, midline and completion	IA		
	Household members	0	224 880	449 760							
	Households (%)	0	40	80							
	Households (number)	0	37 480	74 960							
	IE.2.1 Individuals demonstrating an improvement in empowerment						National statistics, household, poverty & gender studies	AOS, Baseline, midline and completion	IA		
	Total persons	0	25	60							
	Total persons	0	72 137	173 128							
Females	0	15	36								
Females	0	49 941	119 858								
Males	0	10	24								

Results Hierarchy	Indicators							Means of Verification			Committees (PDCs) Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency	Responsibility	
	Males	0	22 196	53 270							
Outcome Outcome 1: Communities empowered to plan and implement investments that stabilize livelihoods and build assets at the household and community levels	Percentage of CBOs successfully implementing a CDP							COI survey and annual outcome studies	Baseline, mid-term, completion. AOS annually	IA	1) CDD approach is essential to facilitating social cohesion & economic development; 2) Intra-communal dynamics facilitate social inclusion and cohesion; 3) Strategic infrastructure is implemented and maintained by the communities
	Percentage of supported CBOs developing a CDP	0	40	80							
	Percentage of women	0	30	30							
	Number of community development plans developed	0	75	150							
	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers							COI survey and annual outcome studies	Baseline, mid-term, completion. AOS annually	IA	
	Household members	0	224 880	449 760							
	Households (%)	0	40	80							
Households (number)	0	37 480	74 960								
Output Output 1.1: County profiles compiled	Number of county profiles prepared							Service provider report, M&E reports	MTR and completion	IA, Service Providers	1) CDD approach is essential to facilitating social cohesion & economic development; 2) Intra-communal dynamics facilitate social inclusion and cohesion; 3) Strategic infrastructure is implemented and maintained by the communities
	Number	0	5	8	5						

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency	Responsibility	
Output Output 1.2:CBOs established or strengthened	Number of Community Based Organizations (CBOs) established and strengthened							Service provider report, M&E reports	MTR and completion	IA, Service Providers	1) CDD approach is essential to facilitating social cohesion & economic development; 2) Intra-communal dynamics facilitate social inclusion and cohesion; 3) Strategic infrastructure is implemented and maintained by the communities
	Number	0	335	1 142	347						
	Women only CBOs	0	101	343	7						

Results Hierarchy	Indicators						Means of Verification			Assumptions		
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency		Responsibility	
Outcome Outcome 2: Improved access to productive assets, services and climate resilient infrastructure	2.2.6 Households reporting improved physical access to markets, processing and storage facilities							COI Survey and project reports Service provider report M&E Reports	Baseline, mid-term and completion, MTR, AOS	IA	1) Communities are more likely to demand the following infrastructure – water supply, processing and storage facilities ; 2) Strategic infrastructure identified, implemented and maintained by the communities; 3) Changes in weather patterns will not considerably vary from predictions, both in type & magnitude of change; 4) Investments in infrastructure can lead to increased production, access to markets & improved nutrition; 5) Intra-communal stability is maintained; 6) Successful revisions and operationalisation of the National Nutrition Policy; 7) Returnee youth are successfully mobilized to engage in Labour intensive public works (LIPW)	
	Households reporting improved physical access to markets	0	40	80								
	Size of households	0	224 880	449 760								
	Households reporting improved physical access to markets	0	37 480	74 960								
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices							COI Survey and project reports Service provider report M&E Reports	Baseline, mid-term and completion, MTR, AOS	IA		
	Total number of household members	0	138 726	332 942								
	Households	0	25	60								
	Households	0	23 425	56 220								
	1.2.4 Households reporting an increase in production							COI Survey and project reports Service provider report M&E Reports	Baseline, mid-term and completion, MTR, AOS	IA		
	Total number of household members		224 880	449 760								
	Households		40	80								
	Households		37 480	74 960								
	Number of temporary jobs created for youth							COI Survey and project reports Service provider report M&E Reports	Baseline, mid-term and completion, MTR, AOS	IA		
	Number	0	1 000	2 600	2 088							
	Volume of agricultural produce sold to the market											
Percentage		20	40									

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency	Responsibility	
Output Output 2.1: Repair or rehabilitate existing rural access roads	2.1.5 Roads constructed, rehabilitated or upgraded							Service provider report, M&E reports	MTR, AOS and completion	IA, Service Providers	1) Communities are more likely to demand the following infrastructure – water supply, processing and storage facilities ; 2) Strategic infrastructure identified, implemented and maintained by the communities; 3) Changes in weather patterns will not considerably vary from predictions, both in type & magnitude of change; 4) Investments in infrastructure can lead to increased production, access to markets & improved nutrition; 5) Intra-communal stability is maintained; 6) Successful revisions and operationalisation of the National Nutrition Policy; 7) Returnee youth are successfully mobilized to engage in Labour intensive public works (LIPW)
	Length of roads	0	42	152							
	2.1.6 Market, processing or storage facilities constructed or rehabilitated							Service provider report, M&E reports	MTR, AOS and completion	IA, Service Providers	
	Total number of facilities	0	80	176							
	Processing facilities constructed/rehabilitated	0	80	176							
	Number of community-based water infrastructure constructed, rehabilitated or upgraded							Service provider report, M&E Reports	MTR, AOS and completion	IA, Service Providers	
	Number of structures	0	11	22	3						
	Households reporting farm access to new water facilities constructed/rehabilitated/upgraded										
	Percentage		25	50							
	Area provided with improved irrigation services										
Hectares		500	1 000								

Results Hierarchy	Indicators						Means of Verification			Assumptions		
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency		Responsibility	
Output Output 2.2: Strengthened environmental sustainability and climate resilience of poor rural people's economic activities	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks							Service provider report, M&E reports	MTR, AOS and completion	IA, Service Providers	1) Communities are more likely to demand the following infrastructure – water supply, processing and storage facilities ; 2) Strategic infrastructure identified, implemented and maintained by the communities; 3) Changes in weather patterns will not considerably vary from predictions, both in type & magnitude of change; 4) Investments in infrastructure can lead to increased production, access to markets & improved nutrition; 5) Intra-communal stability is maintained; 6) Successful revisions and operationalisation of the National Nutrition Policy; 7) Returnee youth are successfully mobilized to engage in Labour intensive public works (LIPW)	
	Total size of groups	0	5 025	17 130								
	Groups supported	0	335	1 142								
	Males	0	2 010	6 852								
	Females	0	3 015	10 278								
	Young	0	3 518	11 990								
	Groups headed by women	0	101	343								

Results Hierarchy	Indicators						Means of Verification			Assumptions		
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency		Responsibility	
Output Output 2.3: Access to agricultural technologies and production services	1.1.3 Rural producers accessing production inputs and/or technological packages							Service provider report, M&E reports	MTR, AOS and completion	IA, Service Providers	1) Communities are more likely to demand the following infrastructure – water supply, processing and storage facilities ; 2) Strategic infrastructure identified, implemented and maintained by the communities; 3) Changes in weather patterns will not considerably vary from predictions, both in type & magnitude of change; 4) Investments in infrastructure can lead to increased production, access to markets & improved nutrition; 5) Intra-communal stability is maintained; 6) Successful revisions and operationalisation of the National Nutrition Policy; 7) Returnee youth are successfully mobilized to engage in Labour intensive public works (LIPW)	
	Males	0	55 490	110 981								
	Females	0	83 235	166 471								
	Young	0	88 873	177 746								
	Total rural producers	0	138 725	277 452								

Results Hierarchy	Indicators						Means of Verification			Assumptions		
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency		Responsibility	
Output Output 2.4: Communities receive nutrition support	1.1.8 Households provided with targeted support to improve their nutrition							Service provider report, M&E reports	MTR, AOS and completion	IA, Service Providers	1) Communities are more likely to demand the following infrastructure – water supply, processing and storage facilities ; 2) Strategic infrastructure identified, implemented and maintained by the communities; 3) Changes in weather patterns will not considerably vary from predictions, both in type & magnitude of change; 4) Investments in infrastructure can lead to increased production, access to markets & improved nutrition; 5) Intra-communal stability is maintained; 6) Successful revisions and operationalisation of the National Nutrition Policy; 7) Returnee youth are successfully mobilized to engage in Labour intensive public works (LIPW)	
	Total persons participating	0	42 934	62 900								
	Males	0	14 978	20 966								
	Females	0	27 956	41 934								
	Households	0	27 956	41 934								
	Household members benefitted	0	167 736	253 404								
Young	0	11 182	27 956									

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency	Responsibility	
Output Output 2.5: Land brought under climate-resilient management	3.1.4 Land brought under climate-resilient practices										
	Hectares of land	0	725	1 147							
Outcome Outcome 3: Capacities strengthened at community, state & local government levels to support project implementation	Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment							COI Survey, Project, service provider and impact assessment reports M&E Reports	Baseline, mid-term and completion, quarterly, MTR	IA reports	1) Successful finalisation of the Cooperative Assessment for South Sudan by ILO which will feed into the preparation of the Cooperative policy; 2) PCU plays a facilitative role for the IA and key project milestones are met; 3) Effective coordination occurs with the World Bank and African Development Bank investments towards capacity building of MAFS and the PCU
	Number	0	2	5							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency	Responsibility	
Output Output 3.1	Capacity needs assessment prepared							COI Survey, Project, service provider and impact assessment reports M&E Reports	Baseline, mid-term and completion, quarterly, MTR	IA reports	1) Successful finalisation of the Cooperative Assessment for South Sudan by ILO which will feed into the preparation of the Cooperative policy; 2) PCU plays a facilitative role for the IA and key project milestones are met; 3) Effective coordination occurs with the World Bank and African Development Bank investments towards capacity building of MAFS and the PCU
	Number	0	2	2							

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency	Responsibility	
Output Output 3.2	Number of trainings provided to GoSS staff at central and decentralized levels							Service provider and M&E reports	MTR and completion	IA, Service providers	1) Successful finalisation of the Cooperative Assessment for South Sudan by ILO which will feed into the preparation of the Cooperative policy; 2) PCU plays a facilitative role for the IA and key project milestones are met; 3) Effective coordination occurs with the World Bank and African Development Bank investments towards capacity building of MAFS and the PCU
	Number	0	8	12	4						

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency	Responsibility	
Output Output 3.3	Policy 1 Policy-relevant knowledge products completed							Service provider and M&E reports	MTR and completion	IA, Service providers	1) Successful finalisation of the Cooperative Assessment for South Sudan by ILO which will feed into the preparation of the Cooperative policy; 2) PCU plays a facilitative role for the IA and key project milestones are met; 3) Effective coordination occurs with the World Bank and African Development Bank investments towards capacity building of MAFS and the PCU
	Number	0	2	6							

South Sudan

South Sudan Livelihoods Resilience Project

Supervision Report

Appendix 1: Financial: actual financial performance; by financier by component and disbursements by category

Mission Dates: 09 November 2023

Document Date: 16/12/2023

Project No. 2000002869

Report No. 6710-SS

East and Southern Africa Division
Programme Management Department

Appendix 1: Financial: actual financial performance by financier; by component and disbursements by category

Table 5A: Financial performance by financier

Financier	Appraisal (USD'000)	Disbursements (USD'000)	Per cent disbursed
IFAD Grant	7 900.00	1 547.35	19.59%
IFAD Loan	1 900.00	363	19.10%
AFDB	5 666.00	0	0.00%
Dutch Grant	8 000.00	0	0.00%
Government	1 600.00	0	0.00%
Beneficiaries	1 041.00	0	0.00%
Total	26 107.00	1 910.31	7.32%

Table 5B: Financial performance by financier by component (USD '000)

Components	IFAD Loan			IFAD Grant			AFDB Parallel			Dutch grant (addition)			Government			Beneficiaries			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
1.0 Community Driven Development Plan	503	67	13.32%	2 013	286	14.20%	1 862	0	0.00	0	0	0.00%	245	0	0	0	0	0	4 623	353	7.63%
1.1 Build strong & inclusive CBOs	286	36.39	12.72%	1145.38	155.13	13.54%	1332	0	0.00	0	0	0.00%	245	0	0	0	0	0	3 008	192	6.37%
1.2 Development of CDPs	217	30.63	14.12%	867.2	130.6	15.06%	530	0	0.00	0	0	0.00%	0	0	0	0	0	0	1 614	161	9.99%
2.0 Agricultural Production and Livelihood	982.22	20.20	2.06%	2519.50	86.094	3.42%	1282	0	0.00	8 000	0	0.00%	1124	0	0	1041.35	0	0	14 949	106	0.71%
2.1 Investment for climate-sensitive agriculture production & rural livelihoods	163	5.60	3.45%	867	23.884	2.75%	0	0	0.00	0	0	0.00%	0	0	0	54	0	0	1 084	29	2.72%
2.2 Community Infrastructure to support production and marketing	820	14.59	1.78%	1 652	62.21	3.77%	1282	0	0.00	8 000	0	0.00%	1124	0	0	987	0	0	13 865	77	0.55%
3.0 Project Support Capacity Building	415	276	66.43%	3 368	1 176	34.90%	2 522	0	0.00	0	0	0.00%	231	4	0	0	0	0	6 536	1 455	22.26%
3.1 Third Party implementation arrangements	157	137.256	87.61%	1 223	585.146	47.86%	1174	0	0.00	0	0	0.00%	86	2	0	0	0	0	2 639	724	27.45%
3.2 Institutional Capacity Building & Policy	258	138.485	53.59%	2 145	590.38	27.52%	1348	0	0.00	0	0	0.00%	145	2	0	0	0	0	3 897	731	18.76%
Total	1 900	363	19.10%	7 900	1 547	19.59%	5 666	0	0.00	8 000	0	0.00%	1 600	4	0.00	1 041	0	0	26 108	1 914	7.33%

Table 5C: IFAD grant disbursements (USD, as at 30 September, 2023)

Category	Category description	Original	Revised	Disbursement	Balance	Per cent disbursed
		Allocation	Allocation			
200008	Consultancies	1 010 000.00	1 010 000.00	21 163.91	988 836.09	2.10%
200012	Grants and Subsidies	2 520 000.00	2 520 000.00	99 817.57	2 420 182.43	3.96%
200013	Goods, Services and Inputs	2 970 000.00	2 970 000.00	158 594.69	2 811 405.31	5.34%
200016	Operating costs	1 400 000.00	1 400 000.00	636 798.42	763 201.58	45.49%
270001	Authorised allocation	0.00	0.00	635 297.61	-635 297.61	0.00%
270002	Authorised allocation II	0.00	0.00	375 290.72	-375 290.72	0.00%
Total		7 900 000.00	7 900 000.00	1 926 962.92	5 973 037.08	24.39%

Table 5D: IFAD Loan disbursements (USD, as at 30 September, 2023)

Category	Category description	Original	Revised	Disbursement	Balance	Per cent disbursed
		Allocation	Allocation			
200008	Consultancies	100 000.00	100 000.00	5 026.43	94 973.57	5.03%
200012	Grants and Subsidies	930 000.00	930 000.00	23 532.38	906 467.62	2.53%
200013	Goods, Services and Inputs	810 000.00	810 000.00	37 201.22	772 798.78	4.59%
200016	Operating costs	60 000.00	60 000.00	129 906.55	-69 906.55	216.51%
270001	Authorised allocation	0	0	151 020.43	-151 020.43	0.00%
270002	Authorised allocation II	0	0	116 426.07	-116 426.07	0.00%
Total		1 900 000.00	1 900 000.00	463 113.08	1 436 886.92	24.37%

Table 5 E: Dutch Grant disbursements (USD, as at 30 September, 2023)

Category	Category description	Original	Revised	Disbursement	Balance	Per cent disbursed
		Allocation	Allocation			
200003	Works	6 180 000.00	6 180 000.00	0.00	6180000.00	0.00%
200013	Goods, Services and Inputs	530 000.00	530 000.00	0.00	530000.00	0.00%
200016	Operating costs	1 290 000.00	1 290 000.00	0.00	1290000.00	0.00%
	Total	8 000 000.00	8 000 000.00	0.00	8 000 000.00	0.00%

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Appendix 2: Physical progress measured against AWP&B

Mission Dates: 09 November 2023

Document Date: 16/12/2023

Project No. 2000002869

Report No. 6710-SS

East and Southern Africa Division
Programme Management Department

Appendix 2: Physical progress measured against AWP&B

Activity No.	Description of activities	Unit	LOP Target	Annual Target	Annual Achievement	per cent against annual Target	LOP/Project Achievement	per cent against LOP/Project target
Component 1. Community Driven Development Planning								
Sub-Component 1.1. Build Strong and Inclusive Community Based Organizations (CBOs)								
1.1.1	Conduct Validation of the community beneficiaries' targeting criteria.	sessions	5	5	5	100	5	100
1.1.2	Identification and orientation of Community selection and registration team in the County and Payams (05	sessions	5	5	5	100	5	100
1.1.3	Conduct the project consultative workshop	sessions	5	5	5	100	5	100
1.1.4	Meeting with Community Leaders and brief them on the selection guidelines and the roles and responsibilities in selected Payams	sessions	5	5	5	100	5	100
1.1.5	Conduct validation workshop of proposed priority Payams and document report	sessions	5	5	5	100	5	100
1.1.6	Meeting with Payam Authorities to brief them on the selection criteria for Community Facilitators	sessions	5	5	5	100	5	100
1.1.7	Meeting with Payam and Boma Authorities to brief them on the selection criteria for CBOs	sessions	15	15	15	100	15	100
1.1.8	Preparation of livelihood business plan CDPs by CIGs: orientation about livelihood activity menu and viability of livelihood activities, Selection of livelihood activity by CIGs	plans	542	109	347	318	347	64
1.1.9	Selection of beneficiaries and formation of CIGs - agriculture, livestock, fisheries, and agro-processing - through wellbeing ranking, public vetting,	number	542	347	347	100	347	64
1.1.10	Development, review and validate Community Facilitators training Manual	number	1	1	1	100	1	100
1.1.11	Review and validation of TOT training Manual	Number	1	1	1	100	1	100
1.1.12	Printing of CFs and TOTs training Manuals	Number	1	1	1	100	1	100
1.1.13	Organize CBOs capacity building workshop (Venue hire, training materials, Transport funds for the training)	Number	15	5	1	20	1	7
1.1.14	County profiling	Number	5	5	5	100	5	100
Subcomponent 1.2: Development of Community Driven Development Plans (CDPs)								
1.2.1	Establish oversight Committees in the County, Payams and Bomas	sessions	5	5	5	100	5	100
1.2.2	Orient the County, Payam and Boma Authorities on their oversight roles and responsibilities.	sessions	5	5	5	100	5	100
1.2.3	Capacity building for oversight committees	sessions	5	5	5	100	5	100
1.2.4	Contract a consultant to develop CDDP training Manual	Number	1	1	0	0	0	0

Activity No.	Description of activities	Unit	LOP Target	Annual Target	Annual Achievement	per cent against annual Target	LOP/Project Achievement	per cent against LOP/Project target
1.2.5	Conduct participatory monitoring	meetings	15	4	2	50	2	13
1.2.6	Gender mainstreaming	sessions	350	100	16	16	16	5
1.2.7	Nutrition mainstreaming	sessions	550	100	16	16	16	3
Component 2: Agriculture Production and Rural livelihood Support								
Sub-Component 2.1: Investments for Climate-Sensitive Agriculture Production and Rural Livelihoods								
2.1.1	Meetings with CBOs, Community leaders and local government authorities on selection of priority labour intensive public works activities at Bomas, Payams and Counties Level	sessions	15	15	15	100	15	100
2.1.2	Conduct training of beneficiaries on labour intensive public works activities	pax	2600	2600	522	20	522	20
2.1.3	Procurement of tools and materials for labour intensive public works activities	Number	6	1	0	0	0	0
2.1.4	Roll out implementation of labour-intensive public works activities	Number	6	1	0	0	0	0
Sub-Component 2.2: Community Infrastructure to Support Production and Marketing								
2.2.1	Formation of technical implementation support teams at County and Payam level(15 meetings for 3 days in each Payam)	meetings	15	15	0	0	0	0
2.2.2	Capacity building of the County and Payam implementation support teams (IST).	trainings	15	15	0	0	0	0
2.2.3	Community mobilization & sensitization in target villages by CFs	sessions	15	15	15	100	15	100
2.2.4	Baseline data on the community; identifying, prioritizing & planning for community needs; identifying existing resources & resource gaps	number	1	1	0	0	0	0
2.2.5	Development of ESMF tools	Number	1	1	0	0	0	0
2.2.6	Develop/ESA	Number	1	1	0	0	0	0
2.2.7	Conduct screening of project sites	Number	1	1	1	100	1	100
2.2.8	Facilitate voluntary land donation	Number	15	15	3	20	3	20
2.2.9	Conduct E&S monitoring	Number	15	15	0	0	0	0
2.2.10	Develop community engagement and capacity building plan	Plan	1	1	0	0	0	0
2.2.11	5 days event in the 15 Payams to facilitate Preparation of community action plans on the identified livelihoods	Number	15	10	1	10	1	7
2.2.12	One day workshop in the 15 Payams targeting 50 participants to participate in validation of and community action plans	Number	15	10	0	0	0	0
2.2.13	Desk appraisal of livelihood business plan sub-projects at Payam level: Checking completeness of documentation, conformity with sector standards & norms, project guidelines and appropriateness of budgets	Sub-project	542	109	346	317	346	64

Activity No.	Description of activities	Unit	LOP Target	Annual Target	Annual Achievement	per cent against annual Target	LOP/Project Achievement	per cent against LOP/Project target
2.2.14	Capacity building on usage of the Postharvest Infrastructure, soil and water conservation- Formation of management committees and trainings	Training	15	15	0	0	0	0
2.2.15	Procurement of assorted agro-processing equipment - grain shellers/threshers, grinding mills and peanut processor per County Value chain assessment	Pcs	46	25	0	0	0	0
2.2.16	Establishment of 5 tree/shrub/grass nurseries in the 15 Payams	Number	15	15	15	100	15	100
2.2.17	Seed multiplication in 3 Payams per county and construction of a seedbank.	Number	15	15	9	60	9	60
2.2.18	bidding package using IFAD Standard Bidding Document templates.	Number	1	1	0	0	0	0
2.2.19	Conduct feasibility studies for the feeder roads	Number	1	1	0	0	0	0
2.2.20	construction supervision	Number	1	1	0	0	0	0
2.2.21	carry out environmental and social impact assessment (ESIA)	Number	1	1	0	0	0	0
2.2.22	Rehabilitate 44 km road in Magwi	Kms	44	44	0	0	0	0
2.2.23	Construct road structures	Structures	5	5	0	0	0	0
2.2.24	Develop & test alternative maintenance system	lumpsum	1	1	0	0	0	0
2.2.25	Purchase and distribution of road maintenance tools	lumpsum	1	1	0	0	0	0
2.2.26	Train community road management committee	Training	5	5	3	60	3	60
2.2.27	Training residents of communities served by the road in how to perform routine road maintenance work	Training	5	5	0	0	0	0
Component 3: Project Support and Capacity Building								
Sub-Component 3.1: Third Party Implementation Arrangements								
3.1.1	Procure IEC Materials for the project (Visibility Materials)	lumpsum	1	1	0	0	0	0
3.1.2	Conduct annual progress KAPs survey	number	6	1	0	0	0	0
3.1.3	Conduct annual stakeholders review workshop	number	6	1	0	0	0	0
3.1.4	Conduct participatory monitoring	number	6	1	0	0	0	0
Sub-Component 3.2: Institutional Capacity Building and Policy Support								
3.2.1	Recruit SPCU staff	number	7	7	7	100	7	100
3.2.2	Contracted VSFG	number	1	1	1	100	1	100
3.2.3	Procure officer equipments	Assorted	1	1	1	100	1	100
3.2.4	Procure office vehicle	number	1	1	1	100	1	100
3.2.5	Facilitate National Advisory Committee	number	17	4		0		0

Activity No.	Description of activities	Unit	LOP Target	Annual Target	Annual Achievement	per cent against annual Target	LOP/Project Achievement	per cent against LOP/Project target
3.2.6	Facilitate National Technical Committee	number	20	12	33	275	20	100
3.2.7	Conduct SPCU meetings	number						
3.2.8	Participate in the State and County inception meeting	number	5	5	5	100	5	100
3.2.9	Conduct Participatory M&E activities implementation	number	24	4	1	25	24	100
3.2.10	Conduct E&S monitoring	number	24	4	1	25	25	104
3.2.11	Facilitate conduct of project audit	number	6	1	0	0	6	100
3.2.12	Procure project Motor Bikes and PPEs	number	15	15	15	100	15	100
3.2.13	Procure and install internet services	number	5	5	5	100	5	100
3.2.14	Procure backup generators	number	5	5	5	100	5	100
3.2.15	Procure and install solar system	number	5	5	0	0	0	0
3.2.16	Conduct training for project staff	number	5	5	4	80	5	100
3.2.17	New laws proposed to policy maker for approval	number	2	0	0	#DIV/0!	2	100
3.2.18	Draft policies	number	3	1	0	0	3	100

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Appendix 3: Compliance with legal covenants: status of implementation

Mission Dates: 09 November 2023

Document Date: 16/12/2023

Project No. 2000002869

Report No. 6710-SS

East and Southern Africa Division
Programme Management Department

Appendix 3: Compliance with legal covenants: status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section 4.02	S-PCU to open and maintain a Project Account at Cooperative Bank of South Sudan); to make an initial deposit equivalent to USD 0.463.00 in June 2022	Pre-disbursement	Complied	
Section 4.02	S-SLRP to replenish Project Account quarterly in advance	Continuous	Complied	
Section 4.03	Procurement of goods, works and services carried out in accordance with the procedures laid down in Schedule 3	Continuous	Complied	General compliance of IFAD procurement processes though with some minor challenges.
Section 4.04	Insurance of vehicles, equipment and civil works financed from the loan proceeds to be consistent with sound commercial practice.	Throughout the Project period	Complied	Vehicles have been insured. Civil works yet to commence.
Section 4.05, section 11.10(b)	Audit report submitted to IFAD.	By 31 st December each year	Complied	First External Audit is ongoing and report due 31 st December 2023.
Section 4.06	Progress reports to be submitted to IFAD on a quarterly basis.	Throughout Project implementation	Complied	
Schedule 4, para 7	AWPB to be submitted to the Fund, for its review and comments	Continuous	Complied	
Schedule 4, para 8(a)	A Mid-Term Review (MTR) to be carried out jointly by the Borrower and IFAD.	Mid-term	Complied	Due in October 2024.
Schedule 4, para 16	Project to be exempted from all import duties, excise taxes and value added tax (VAT) on investment expenditures	Continuous	Partially complied	Needs to clarify this with Ministry of Finance and any tax paid should be reimbursed to SSLRP.

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Appendix 7: Integrated Project Risk Matrix (IPRM)

Mission Dates: 09 November 2023

Document Date: 16/12/2023

Project No. 2000002869

Report No. 6710-SS

East and Southern Africa Division
Programme Management Department

Overall Summary

Risk Category / Subcategory	Inherent risk	Residual risk
Country Context	High	Substantial
<i>Political Commitment</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Governance</i>	<i>High</i>	<i>Substantial</i>
<i>Macroeconomic</i>	<i>High</i>	<i>Substantial</i>
<i>Fragility and Security</i>	<i>High</i>	<i>Substantial</i>
Sector Strategies and Policies	High	Substantial
<i>Policy alignment</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Policy Development and Implementation</i>	<i>High</i>	<i>Substantial</i>
Environment and Climate Context	Moderate	Low
<i>Project vulnerability to environmental conditions</i>	<i>Moderate</i>	<i>Low</i>
<i>Project vulnerability to climate change impacts</i>	<i>Moderate</i>	<i>Low</i>
Project Scope	Substantial	Moderate
<i>Project Relevance</i>	<i>Moderate</i>	<i>Low</i>
<i>Technical Soundness</i>	<i>Substantial</i>	<i>Moderate</i>
Institutional Capacity for Implementation and Sustainability	High	Substantial
<i>Implementation Arrangements</i>	<i>High</i>	<i>Substantial</i>
<i>Monitoring and Evaluation Arrangements</i>	<i>Substantial</i>	<i>Moderate</i>
Project Financial Management	Substantial	Substantial
<i>Project Organization and Staffing</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project Budgeting</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Funds Flow/Disbursement Arrangements</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Internal Controls</i>	<i>Substantial</i>	<i>Substantial</i>
<i>Project Accounting and Financial Reporting</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project External Audit</i>	<i>Substantial</i>	<i>Substantial</i>
Project Procurement	High	Substantial
<i>Legal and Regulatory Framework</i>	<i>High</i>	<i>Moderate</i>
<i>Accountability and Transparency</i>	<i>High</i>	<i>Substantial</i>
<i>Capability in Public Procurement</i>		<i>No risk envisaged - not applicable</i>
<i>Public Procurement Processes</i>	<i>High</i>	<i>Substantial</i>
Environment, Social and Climate Impact	Moderate	Low
<i>Biodiversity Conservation</i>	<i>Moderate</i>	<i>Low</i>
<i>Resource Efficiency and Pollution Prevention</i>	<i>Moderate</i>	<i>Low</i>
<i>Cultural Heritage</i>	<i>Moderate</i>	<i>Low</i>
<i>Indigenous People</i>	<i>Substantial</i>	<i>Low</i>
<i>Labour and Working Conditions</i>	<i>Moderate</i>	<i>Low</i>
<i>Community Health and Safety</i>	<i>Moderate</i>	<i>Low</i>
<i>Physical and Economic Resettlement</i>	<i>Moderate</i>	<i>Low</i>
<i>Greenhouse Gas Emissions</i>	<i>Low</i>	<i>Low</i>

Risk Category / Subcategory	Inherent risk	Residual risk
<i>Vulnerability of target populations and ecosystems to climate variability and hazards</i>	<i>Moderate</i>	<i>Low</i>
Stakeholders	Substantial	Moderate
<i>Stakeholder Engagement/Coordination</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Stakeholder Grievances</i>	<i>Substantial</i>	<i>Moderate</i>
Overall	Substantial	Moderate

Country Context	High	Substantial
Political Commitment	Substantial	Substantial
<p>Risk:</p> <p>National presidential elections are foreseen for 2024. Conflict may arise during or after elections with generalised insecurities, and the projects can be affected by the situation leading to suspension of implementation.</p>	Substantial	Substantial
<p>Mitigations:</p> <ul style="list-style-type: none"> • Component 0 will enable SSLRP to reallocate funds to provide emergency support as required. SSLRP will also coordinate with humanitarian agencies such as UNHCR, to tap into their early warning systems, to be able to better predict emerging conflict. • SSLRP will be implemented in a modular approach premised on the County Development Plans, allowing for implementation of interventions in specific locations (Payams, Counties), independent of the developments in the other Counties. • The country team will ensure development of a tailored implementation arrangement with Government to fit to the situation. • IFAD will ensure close monitoring of the situation involving others UN agencies. 		
Governance	High	Substantial
<p>Risk:</p> <p>Capacity and system deficits in public sector institutions, revenue and expenditure systems, legal frameworks, accountability frameworks and systems for provision of services to citizens would negatively impact the effective implementation of SSLRP through Government structures.</p> <p>South Sudan has a Public Financial Management and Accountability Act that guides the public financial management architecture. However, there are no established standards governing preparation of financial statements or verification of corporate financial reporting. This results in insufficient accountability, a lack of transparency and creates gaps in financial reporting.</p> <p>The decentralisation policy is not yet fully implemented and may impact on the coordination between the Central and Decentralised government.</p>	High	Substantial

<p>Mitigations:</p> <ul style="list-style-type: none"> ● SSLRP is being implemented through a Third Party Implementing Agency (IA), comprised of a consortium of VSF/G and AAH which are competent NGOs with strong track record, systems and capacities in implementing resilience projects. The IA are working with the decentralised Government systems, and strengthen the County Development Committees (CDCs), and the Payam Development Committees (PDCs), which all play a critical role in the implementation and sustainability of SSLRP. The IA will be expected possess an equivalent framework to IFAD's Project Procurement Guidelines, Procurement Handbook and standard procurement documents (SPDs) ● IFAD is engaged in dialogue with the IFI (IMF, WB, AFDB) and Development Partner representatives in the ongoing Public Financial Management (PFM) reforms working group which is working to strengthen financial governance in the Ministry of Finance, National Revenue Authority, Tax Management and realign the budget towards service delivery. ● In sub-component 3.2 SSLRP in partnership with other IFIs (e.g. AFDB and World Bank) will build capacities of the PCU and decentralised State in financial management, internal control frameworks, M&E, and procurement. By project end the GoSS PCU will be able to take on increased implementation of future donor projects. ● The Cooperative Development Policy will be deeply handled by the new IFAD funded project - READ under sub-component 3.2. 		
<p>Macroeconomic</p>	<p>High</p>	<p>Substantial</p>
<p>Risk:</p> <p>According to the IMF article COVID-19, floods, and the war in Ukraine have harmed South Sudan, whose growth dropped from 12.9% to -4.9% between FY 2019/20 and FY 2020/21.. over the three fiscal years, namely 2020/21, 2021/22, and 2022/23, it recorded -4.9%, -2.9%, and -0.4% respectively. GoSS has persistently experienced significant budget shortfalls (40 percent – 60 percent) over the past few years, which significantly strains the Country's ability to investment in service provision and mobilise counterpart funds.</p> <p>In addition, the South Sudanese Pound (SSP) is facing high inflation, resulting in volatility of exchange rate and a thriving black market. The discrepancy between official exchange rate and the black market may distort the profitability analysis of the project in the EFA.</p>	<p>High</p>	<p>Substantial</p>
<p>Mitigations:</p> <p>IFAD's allocation to South Sudan is under DSF terms i.e. 80% grant and a 20 % loan at highly concessional terms, with a grace period of 10 years, which will enable GoSS to recover before repayments are required.</p> <ul style="list-style-type: none"> ● IMF has just granted GoSS a US\$52.3 million emergency loan under the Rapid Credit Facility to help its economy weather the shock of the COVID-19 pandemic. It is expected that this loan will contribute towards stabilising the SSP currency. ● IFAD will dialogue with the IFI (IMF, WB, AFDB) and Development Partner representatives in the ongoing Public Financial Management (PFM) reforms working group which is working to strengthen financial governance in the Ministry of Finance, National Revenue Authority, Tax Management and realign the budget towards service delivery. ● Profitability analysis for SSLRP has been run in USD, to mitigate the volatility of the exchange rate and ensure realistic price/expenditure scenarios for internationally sourced goods. ● IFAD supervision missions will continuously review value for money to address any potential expenditure increases. 		
<p>Fragility and Security</p>	<p>High</p>	<p>Substantial</p>

<p>Risk:</p> <p>Historical, political, social and economic marginalization has resulted in tensions due to ethnic divisions, corruption and power struggles. This has resulted in outbreaks of conflict, the breakdown of governance structures and law and order, and disruption of community institutions that support livelihoods. There is also on-going inter-community conflict due to competition for natural resources.</p> <p>The country is expected to hold elections in 2024, which may potentially impact the security situation.</p> <p>The country is also affected by the Desert locust phenomenon which is devastating food and nutrition security across East Africa.</p> <p>Ukraine war will also continue to have impact on global situation linked to food security.</p>	High	Substantial
<p>Mitigations:</p> <p>Develop an integrate adaptive programming with scenario based planning and modular implementation, to enable the project to respond to potential security risks in different locations. SSLRP will work with humanitarian agencies i.e. UNHCR, WFP to i) identify beneficiaries graduating from humanitarian assistance that are ready for SSLRP interventions, ii) share information from their early warning systems and iii) provide information on conflict analysis.</p> <ul style="list-style-type: none"> ● SSLRP includes an un-costed component 0 to address any potential disasters and emergency situations arising from the project. If needed, funds will be reallocated from other Components to provide emergency support in support of a GoSS emergency response. ● SSLRP will provide employment opportunities for the youth, which may dissuade them from engaging in conflict activities. ● Missions will ensure full compliance with Minimum Operational Security Standards (MOSS) & partnership with other IFIs and/or UN agencies for implementation ● IFAD will engage third party project supervision modalities if the security situation is not conducive for IFAD missions ● SLRP will follow all GoSS COVID-19 protocols. 		
<p>Sector Strategies and Policies</p>	High	Substantial
<p>Policy alignment</p>	Substantial	Substantial
<p>Risk:</p> <p>While the foundational policy framework for agriculture development exists and aligns well with IFAD's Strategic Framework and priority areas, there is a need to revise these frameworks to ensure full alignment with the emergent focus on a stronger role for the agriculture sector to support economic diversification. The key policy documents include - The Agriculture Sector Policy Framework 2012-2017, Comprehensive Agriculture Master Plan, Irrigation Development Master Plan (CAMP/IDMP) 2015–2040, National Nutrition Policy. In view of the Peace Agreement and the restructuring of the economy, these will need to be revised to support operationalisation and to trigger an agriculture transformation in the country.</p> <p>On the mainstreaming themes, South Sudan has been a member to the Scaling Up Nutrition (SUN) Movement since 2016, although it lacks the relevant nutrition legislation, while the Food and Nutrition Policy is under preparation.</p>	Substantial	Substantial

<p>Mitigations:</p> <p>Although SSLRP will support the development of the Cooperative Development Policy Framework and the Rural and Agriculture Finance Policy under sub-component 3.2, the actual implementation of the policies will depend on political will, prevailing context and the availability of investment funds to address structural and functional gaps</p> <ul style="list-style-type: none"> • SSLRP will support the implementation of Local Government Development Policy by realigning service delivery by the stakeholders in line with local demands, and working through the decentralised structures i.e. County Development Committees (CDCs), Payam (village) Development Committees (PDCs). CDCs and PDCs will be strengthened to facilitate implementation of SSLRP. In addition, Component 1 & 2 will facilitate operationalisation of decentralisation while integrating IFAD's mainstreaming themes into the CDD framework, through facilitation • IFAD's targeting policy and SECAP will be applied to ensure appropriate social inclusion. SSLRP will liaise with the Nutrition Department and other stakeholders in the SUN Movement to bring lessons from SSLRP/IFAD into ongoing efforts to prepare the nutrition action plan. 		
<p>Policy Development and Implementation</p>	High	Substantial
<p>Risk:</p> <p>High-level development frameworks are in place but specific policies, laws and regulations necessary to guide day-to-day public service delivery in the agriculture sector are still in the early stages of development.</p> <p>- There is a need to support the Government of South Sudan in the revision and operationalisation of the policy frameworks, in view of the Peace Agreement and the restructuring of the economy to tap into the huge potential of the agriculture sector.</p>	High	Substantial
<p>Mitigations:</p> <p>SSLRP will support the development of the Cooperative Development Policy Framework and the Rural and Agriculture Finance Policy under sub-component 3.2, in partnership with ILO and the Ministry of Agriculture and Food Security (MAFS).</p> <ul style="list-style-type: none"> • SSLRP will align with the interventions of other development partners in policy development including: AFDB – Value chain analyses for key commodities Sorghum, Groundnut, Sesame, Seed Sector Policy Framework, Food Safety Regulations and SME Policy. • The IA will be expected to apply IFAD policies (SECAP, Targeting) • Capacity needs assessment, which will inform capacity development interventions and the provision of specialised technical assistance. 		
<p>Environment and Climate Context</p>	Moderate	Low
<p>Project vulnerability to environmental conditions</p>	Moderate	Low
<p>Risk:</p> <p>Given the poor spatial and temporal distribution of water as well as scarcity of rainfall, drought is the single most important production risk factor. Excess rainfall that leads to flooding is another substantial risk.</p>	Moderate	Low
<p>Mitigations:</p> <ul style="list-style-type: none"> • Through the CDP process, investments at household and community level have been identified and prioritised contributing to combat climate change impacts through support to climate smart agriculture and investment in climate resilient infrastructure. • SSLRP will mobilise communities to collectively address disasters caused by natural hazards especially climate change, which has a multiplier effect on natural resources, water, and land (common source of conflict). The interventions will include: (i) Support establishment of local community groups to address issues of conflict, drought, gender issues and peace building (ii) Build capacity of these community groups to identify risks and hazards early enough and to disseminate information to communities. (iii) Optimize community preparedness for early action e.g. weather predictability through identification of traditional/ community early warning indicators and linking them with modern early warning information system. 		

Project vulnerability to climate change impacts	Moderate	Low
<p>Risk:</p> <p>Climate change is a significant driver of environmental change in South Sudan. Generally, temperature has been increasing and rainfall decreasing and this is forecasted to continue for coming decades. Seasonal rainfall trends are highly variable across the country. Since the mid-1970s, South Sudan has experienced a decline of between 10 to 20 per cent in average precipitation as well as increased variability in the amount and timing of rainfall from year to year and rainfall will decrease in the north and increase in the south.</p>	Moderate	Low
<p>Mitigations:</p> <p>Investments already identified are household and community level contributing to combat climate change impacts through support to climate smart agriculture and investment in climate resilient infrastructure.</p> <ul style="list-style-type: none"> ● Some of the climate smart technologies to be promoted include: a) rainwater harvesting; b) drought tolerant and early maturing crop varieties; c) drought tolerant forage and agroforestry fodder species; d) watershed conservation and management; e) afforestation; f) mangrove rehabilitation and conservation; g) solar and other forms of renewable energy sources, and energy saving approaches etc. ● Furthermore, SSLRP, through the CBOs and CDP facilitation process will mobilise communities to collectively address disasters caused by natural hazards especially climate change, which has a multiplier effect on natural resources, water, and land (common source of conflict). The interventions will include: (i)Support establishment of local community groups to address issues of conflict, drought, gender issues and peace building (ii) Build capacity of these community groups to identify risks and hazards early enough and to disseminate information to communities.(iii)Optimize community preparedness for early action e.g. weather predictability through identification of traditional/ community early warning indicators and linking them with modern early warning information system. ● Notwithstanding, the country will continue to face significant natural hazard risks – floods, drought which may impact negatively on IFAD’s target group under SSLRP. In addition, the uptake and internalization of new climate-smart technologies and approaches proposed under SSLRP may take time to yield a positive impact. This is especially due to the capacity and policy gaps, and the difficult food insecurity and hunger situation in the country. 		
Project Scope	Substantial	Moderate
Project Relevance	Moderate	Low
<p>Risk:</p> <p>The Peace Agreement has motivated the return of the displaced population, with the bulk settling in the Equatorias . The returnees are faced with conditions of limited physical and financial assets and weak public and private service coverage. Agriculture and rural infrastructure are dilapidated with seasonally impassable community access roads, and inefficient and expensive transportation from farm to storage facilities and markets. Irrigation and water harvesting technologies are inadequate, with poor post-harvest and value addition. These will have some limitations to the project’s performance at results.</p>	Moderate	Low

<p>Mitigations:</p> <p>In alignment with the GoSS Comprehensive Agriculture Master Plan (CAMP) and IFAD's newly developed COSOP 2024-2029, SSLRP will focus on re-establishing livelihoods for rural communities, focussing on returnee households, young people and women. It will strengthen the resilience of rural communities to emergency and crises, rebuild local agricultural production and stabilize incomes through micro-enterprises and short-term employment. SSLRP will complement the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS), which commits to restore economic foundations by generating employment and improving livelihoods. A CDD approach provides leeway for the beneficiaries to identify projects based on their own needs.</p> <p>SSLRP also foresees some social protection activities to build the asset base of beneficiaries to be able to participate in the project activities through livelihoods promotion and Labour Intensive Public Works (LIPW) where youth will derive income.</p>		
<p>Technical Soundness</p>	<p>Substantial</p>	<p>Moderate</p>
<p>Risk:</p> <p>Some assumptions in the project design may not be adequate. Mainly, these refer to the selection of villages (payams) where interventions will be implemented, thorough assessment of the existing infrastructure and community assets that could complement SSLRP and guide selection of project sites, and baseline understanding of the mainstreaming themes (gender, youth) in the 5 Counties.</p>	<p>Substantial</p>	<p>Moderate</p>
<p>Mitigations:</p> <ul style="list-style-type: none"> ● Mobilization of national experts to support the projects technical implementation ● County Development Profiles carried out and assessment made for f community infrastructure and assets, conditions of mainstreaming themes, and inform the selection of villages where the project will be implemented. The profiles also informed the finalisation of a targeting strategy cleared by IFAD. ● SSLRP ensured that at least 30% of the Community Development Plans financed are from women groups. 		
<p>Institutional Capacity for Implementation and Sustainability</p>	<p>High</p>	<p>Substantial</p>
<p>Implementation Arrangements</p>	<p>High</p>	<p>Substantial</p>
<p>Risk:</p> <p>The Ministry of Agriculture and Food Security (MAFS) does not have sufficient capacity and systems to manage the project effectively (in accordance with the Financing Agreement and all relevant IFAD basic legal documents) towards achievement of envisaged project development objectives.</p> <p>The Government has requested to implement the capacity development activities for Sub-component 3.2, as they relate to the value of IFAD's loan to GoSS on highly concessional terms.</p>	<p>High</p>	<p>Substantial</p>

<p>Mitigations:</p> <ul style="list-style-type: none"> • The core investments components and activities are under implementation of a consortium of NGOs led by VSF-Germany. The selection of the consortium partners was driven by their respective technical, operational, project management, and financial management capacities. • For capacity development activities under sub-component 3.2, the PCU will be expected to work through local service providers, under ring-fenced financial management and procurement arrangements. • The PCU is represented at the Central, State, County levels and will be expected to ensure i) technical alignment with the PDR and Government policy and legal frameworks, ii) achievement of the overall targets and iii) ensuring sustainability of strategic investments of a public good nature. • Core investments will take place at the County and Payam (Village) levels, with Payam Development Committees having a critical role to approve Community Development Plans, while County Development Committees will play a critical role in validating the County Development plans and identifying strategic infrastructure. • The CDD approach empowers communities to plan and implement investments, and relevant Operations and Management capacities will be built throughout project implementation at the County, Payam and Community levels. 		
<p>Monitoring and Evaluation Arrangements</p>	<p>Substantial</p>	<p>Moderate</p>
<p>Risk:</p> <p>Although the projects M&E system is improved and provide required data, capacity, processes and systems remain weak in the overall Ministry of Agriculture and Food Security (MAFS) which may create a limited ability to monitor, validate, analyse and communicate results, capture lessons, and adjust implementation to seize opportunities and take corrective actions in a timely manner.</p>	<p>Substantial</p>	<p>Moderate</p>
<p>Mitigations:</p> <ul style="list-style-type: none"> • IFAD will follow the weakness in all supervision missions and implementation supports. • Component 3.2 will provide capacity-building support to the PCU and the Ministries services to build capacities in M&E 		
<p>Project Financial Management</p>	<p>Substantial</p>	<p>Substantial</p>
<p>Project Organization and Staffing</p>	<p>Moderate</p>	<p>Moderate</p>
<p>Risk:</p> <p>The finance team consists of two finance staff in the SPCU, including a finance manager and an accountant, and they both have relevant educational backgrounds and experience. FM aspects are managed by one finance officer in the VSF-G office. There are some capacity gaps in terms of budget preparation, effective budget monitoring and internal controls, which may result in ineligible expenditures. The FM staff need to further improve their knowledge about IFAD policies, rules, and procedures for effective implementation.</p>	<p>Moderate</p>	<p>Moderate</p>
<p>Mitigations:</p> <p>(i) The FM staff to improve their knowledge about IFAD policies and procedures; (ii) Perform annual performance appraisals.</p>		
<p>Project Budgeting</p>	<p>Substantial</p>	<p>Substantial</p>

<p>Risk:</p> <p>There are weaknesses in preparation and monitoring of annual budgets, increasing the risk of ineligible expenditures. The mission noted significant overspendings in some budget lines. In addition, there were inconsistencies between budgeted figures in the AWPB 2023-24 and the figures indicated in the actual vs budget report submitted by VSF-G. There were some additional lines in the detailed actual vs budget reports with expenditures, without a budget line. The project needs to revise the AWPB for 2023-24 as soon as possible and submit for IFAD's no objection to avoid these expenditures being declared as ineligible. SPCU has not entered the budget in the accounting software. Budget monitoring and reporting is done in MS Excel off the system</p>	Substantial	Substantial
<p>Mitigations:</p> <p>(i) Revision of the AWPB for FY 2023-2024 to reflect omitted activities in the VSF-G's budget; (ii) The SPCU and VSF-G should implement the activities strictly in line with the approved AWPB, which is prepared taking into consideration available funds and approved amounts as per the design and financing agreement; (iii) Post the 2023/24 AWPB in the accounting software to ease budget monitoring, control and reporting. (iv) FM staff to improve their knowledge about IFAD policies and procedures</p>		
<p>Project Funds Flow/Disbursement Arrangements</p>	Substantial	Substantial
<p>Risk:</p> <p>Recurrent costs and some consultancy costs for VSF-G were going to be fully financed by AFDB. However, AFDB financing is not materialized and all these costs are funded from IFAD financing. As a result recurrent costs under IFAD financing is very high. Completion date of the project is June 2027, but the project already utilized 74% of recurrent cost under the IFAD Grant, and 371% under IFAD Loan. There is a high risk of liquidity issues, if this financing gap is not covered soon. In addition, Dutch Fund is still not effective, so funds are not available for implementation.</p>	Substantial	Substantial
<p>Mitigations:</p> <p>(i) Follow up on signature of the FA amendment for Dutch funding. (ii) GAFSP financing to be effective to cover some of the recurrent costs.</p>		
<p>Project Internal Controls</p>	Substantial	Substantial
<p>Risk:</p> <p>(i) The risk of loss of project assets arising out of absence of controls. There were some errors in the fixed asset register and some items were missing; (ii) Internal audit arrangements are in place in VSF- Germany and they have a detailed financial management manual. The internal audit is yet to be completed, therefore no internal audit reports were available. At government level, the project is following FM arrangements indicated in the PIM. The internal audit is centralized in the MoF, and the MoF assigns the responsibility to the relevant Ministries. The MAFS has the internal audit unit, however, since there is a capacity issue, delays in internal audits expected. SSLRP has not been included in the MAFS's internal audit plan yet. So, internal audit arrangements for the project has not been put in place to provide independent assurance on effective internal controls and to ensure that funds are used for intended purposes; (iii) The mission noted that there is no systematic arrangement in place for the cost sharing in the SPCU and it is difficult to monitor what is supposed to be paid from different projects/financings in terms of cost shared transactions such as utility bills, office expenditures etc. This increases the risk of misuse of funds; (iv) The mission also noted that Mr. Mathew Gordon Udo has a managerial role in the Co-operative Bank of South Sudan and he is one of the authorized signatory for the project account as well. This situation falls within the scope of conflict of interest.</p>	Substantial	Substantial

<p>Mitigations:</p> <p>(i) The SPCU needs to ensure proper safeguarding of all assets and ensure accuracy of the fixed asset register;</p> <p>(ii) The asset register should include all assets purchased from IFAD financing with all required details, including the correct tag numbers, custodian names and exact location of the asset. The project should also perform physical asset verification at least annually;</p> <p>(iii) The Finance team should ensure that SSLRP is included in the next internal audit plan of MAFS and the reports should be submitted to IFAD regularly;</p> <p>(iv) There should be a framework agreement, which specifies the cost sharing arrangements between different projects;</p> <p>(v) Revision of the authorized signatories</p>		
<p>Project Accounting and Financial Reporting</p>	<p>Moderate</p>	<p>Moderate</p>
<p>Risk:</p> <p>(i) In terms of documentation, VSF-G whereas transactions are processed and completed in Juba, physical documents are filed in Nairobi at their Regional Office with copies of documents available in the cloud. Considering IFAD requirement that project documents are archived by government for ten years after financing closing date – documents belong to government and as such GOSS should take responsibility over the documents;</p> <p>(ii) SPCU can produce regular reports from the accounting software – by component and category, but prepares IFAD required financial reports manually in excel with the information extracted from the software. VSF-G cannot generate reports automatically as the system is not configured to meet this reporting requirement. Classification of expenditure by category and component is done in MS Excel off the system, which is prone to errors;</p> <p>(iii) PCU has not entered the budget in the accounting software, budget monitoring and reporting is done in MS Excel off the system;</p> <p>(iv) It is important to put in place effective budget monitoring system through accounting software as there were some weaknesses in preparation and monitoring of AWPB, which increases the risk of ineligible expenditures. In addition, it is increasing the risk of liquidity issue.</p>	<p>Moderate</p>	<p>Moderate</p>
<p>Mitigations:</p> <p>(i) Return documents that have been filed at the Nairobi Regional Office to Juba to facilitate access of physical documents by the auditors;</p> <p>(ii) Financial reports to be prepared and verified/cleared by different people to ensure accuracy of the financial reports;</p> <p>(iii) SPCU and VSF-G should enter their budget in the accounting system and perform regular budget monitoring.</p>		
<p>Project External Audit</p>	<p>Substantial</p>	<p>Substantial</p>
<p>Risk:</p> <p>(i) The project's first audit was waived on account of late receipt of funds/three months to the end of the FY. The financial year 2022/23 will therefore be the first audit;</p> <p>(ii) Annual financial statements will be audited by the National Audit Chamber (NAC) and the full audit package, including the management letter should be submitted to the IFAD by 31st December 2023. The Audit Chamber's capacity is still being developed and there is a lack of human capacity. There is a possible risk of late submission of the audit reports and the quality of the audit may not meet IFAD requirements.</p>	<p>Substantial</p>	<p>Substantial</p>

<p>Mitigations:</p> <p>(i) External Audit to be performed as per IFAD's Financial Reporting and Auditing Handbook and in accordance with International Auditing Standards. Full audit package to be submitted to IFAD by IFAD deadlines;</p> <p>(ii) The NAC should audit the project accounts only if their capacity is enhanced and as per the International Standards on Auditing (ISA), or private practice auditors should be appointed.</p>		
Project Procurement	High	Substantial
Legal and Regulatory Framework	High	Moderate
<p>Risk:</p> <p>South Sudan adopted a legal and regulatory framework for procurement, but its application is limited. In particular, the Public Procurement and Asset Disposal Act was approved in 2018, there is need to update, validate and issue Public Procurement Regulations, and prepare standard Procurement Tender documents in line with the Procurement Act 2018.</p> <p>The MoFEP does not enforce the provisions under the interim Public Procurement and Property Disposal Act of 2018, in particular the provision that competitive procurement methods are the preferred option above specified thresholds. The government also lacks a system to generate substantial and reliable coverage of key procurement information, or does not make key procurement information available to the public.</p> <p>Tendering opportunities are publicized, but the same cannot be said about public procurement plans, contract awards and decisions on complaints (though, according to the PPU, no complaints have been registered). No standard bidding documents exist.</p> <p>The Government has requested to implement the capacity development activities for Sub-component 3.2, as they relate to the value of IFAD's loan to GoSS on highly concessional terms.</p>	High	Moderate
<p>Mitigations:</p> <p>IFAD's Project Procurement Framework in its entirety will apply (Project Procurement Guidelines, Procurement Handbook and Standard Procurement Documents) both for activities carried out by the IA and under subcomponent 3.2 where activities may be carried out directly by the PCU.</p> <p>SSLRP shall advertise all activities on a dedicated site. The use of IFAD's Contract Monitoring Tool shall ensure publication on IFAD's Project Procurement site of all contracts entered into.</p> <p>The ongoing PFM reforms (supported by IMF and WB) are also focused on developing the requisite Public Procurement Regulations, and standard Procurement Tender documents in line with the Procurement Act 2018, and will roll out dissemination and training at central and local government level, within a time frame of 1 year. Procurement for component 3.2 will be undertaken by the GoSS. The project will also benefit from the BUILD PROC grant that will be rolled out in the region in 2021 and will target project and Government staff with a tailored procurement certification programme.</p> <p>Specifically for sub-component 3.2, implemented by GoSS, procurements will follow IFAD's project procurement framework and prior review thresholds are set at USD 20,000 for all procurement activities. The NOTUS system will be used with quarterly procurement reviews and a dedicated IFAD TA supporting procurement activities.</p> <p>All contracts will be managed through the IFAD ICP contract monitoring tool. Most service providers will be paid through direct payments</p>		
Accountability and Transparency	High	Substantial

<p>Risk:</p> <p>The Country Corruption Perception Index score assigned by Transparency International is high at 12 (in a scale from 0 to 100). Articles 56 and 57 of the Interim Public Procurement and Disposal Regulations (IPPDR) provide for a mechanism for submitting complaints. However, there is no independent procurement complaints body, since the PPU is the last port of calls for submitting complaints, according to the IPPDR. In fact, the PPU is not technically fully independent in terms of handling procurement complaints, as it is involved in the process of procurement approvals above the threshold. In practice, complaints are not submitted in any formal way. As a result, it is not possible to assess whether authorities address complaints according to the regulations.</p>	High	Substantial
<p>Mitigations:</p> <p>All procurement entities, as well as bidders, suppliers, contractors, consultants and service providers, shall observe the highest standards of ethics during the procurement and execution of contracts financed under IFAD funded Projects, in accordance with IFAD's Project Procurement Guidelines and the Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations shall apply to all projects, vendors and third parties, in addition to the relevant national anti-corruption and fraud laws.</p> <p>IFAD can strongly encourage government through policy dialogue to establish an autonomous authority tasked with addressing procurement complaints and with debarring suppliers, contractors or consultants from participating in public procurement.</p> <p>Capability in Public Procurement Project will be implemented through a non government implementation agency. IFAD Project Procurement Framework will be adopted in its entirety.</p> <ul style="list-style-type: none"> ● Procurement in SSLRP will exclusively follow IFAD's Project Procurement Guidelines, IFAD's Procurement Handbook and IFAD's Standard Procurement Documents due to the legal and regulatory weaknesses highlighted in the PRM. ● All contracts will be managed through the IFAD ICP contract management module. ● Most service providers will be paid through direct payments ● IFAD prior review thresholds will be USD 20,000 for all procurements. The NOTUS system will be used. ● An IFAD TA will support the procurement activities. 		
<p>Capability in Public Procurement</p>		<p>No risk envisaged - not applicable</p>
<p>Project will be implemented through a non government implementation agency. IFAD Project Procurement Framework will be adopted in its entirety.</p> <ul style="list-style-type: none"> ● Procurement in SSLRP will exclusively follow IFAD's Project Procurement Guidelines, IFAD's Procurement Handbook and IFAD's Standard Procurement Documents due to the legal and regulatory weaknesses highlighted in the PRM. ● All contracts will be managed through the IFAD ICP contract management module. ● Most service providers will be paid through direct payments ● IFAD prior review thresholds will be USD 20,000 for all procurements. The NOTUS system will be used. ● An IFAD TA will support the procurement activities 		
<p>Public Procurement Processes</p>	High	Substantial

<p>Risk:</p> <p>South Sudan adopted a legal and regulatory framework for procurement, but its application is limited. The MoFEP does not enforce the provisions under the interim Procurement and Property Disposal Regulations, in particular the provision that competitive procurement methods are the preferred option above specified thresholds. The government also lacks a system to generate substantial and reliable coverage of key procurement information, or does not make key procurement information available to the public.</p> <p>Tendering opportunities are publicized, but the same cannot be said about public procurement plans, contract awards and decisions on complaints (though, according to the PPU, no complaints have been registered). No standard bidding documents exist.</p>	High	Substantial
<p>Mitigations:</p> <p>All procurement posts will be awarded subject to IFAD's prior no objection. TORs for procurement positions are contained in the PIM. All procurement activities will be carried out in accordance with IFAD's Project Procurement Framework, hence risks will be highly mitigated.</p>		
<p>Environment, Social and Climate Impact</p>	Moderate	Low
<p><i>Biodiversity Conservation</i></p>	<i>Moderate</i>	<i>Low</i>
<p>Risk:</p> <p>ESMF identifies the activities as potentially having an impact on local biodiversity - construction and/or rehabilitation of water infrastructures, rehabilitation/upgrading/construction of roads, construction of processing and storage facilities and expansion of agricultural land.</p>	Moderate	Low
<p>Mitigations:</p> <p>South Sudan's water resources are unevenly distributed both spatially and temporally, since water quantity varies substantially between years depending on periodic major flood and drought events. Water is held in perennial rivers, lakes and wetland areas, in seasonal pools, ponds, rivers, streams and extensive floodplains. There is increased pollution, reduced river flows, declining water tables in urban areas and both surface and ground waters are becoming contaminated</p>		
<p><i>Resource Efficiency and Pollution Prevention</i></p>	<i>Moderate</i>	<i>Low</i>
<p>Risk:</p> <p>South Sudan's water resources are unevenly distributed both spatially and temporally, since water quantity varies substantially between years depending on periodic major flood and drought events. Water is held in perennial rivers, lakes and wetland areas, in seasonal pools, ponds, rivers, streams and extensive floodplains. There is increased pollution, reduced river flows, declining water tables in urban areas and both surface and ground waters are becoming contaminated</p>	Moderate	Low
<p>Mitigations:</p> <p>SSLRP will align with the ESMF, which includes materials on banned substances in terms of pesticides and herbicides, which are in any case will controlled by MoA/Regulatory Services SSLRP will explore options natural integrated pest management</p> <p>Green manuring will be practiced, while being cognizant of potential competing demands for these same materials</p>		
<p><i>Cultural Heritage</i></p>	<i>Moderate</i>	<i>Low</i>

<p>Risk:</p> <p>The project's construction activities may lead to conversion and/or loss of physical cultural resources during construction of infrastructures etc. Patriarchal norms may prevent women from participating and benefitting from project activities. Secondly, there may be a risk of men taking over if women's economic activities increase in value and/or become more profitable. The same situation may lead to adults taking over youth assets and economic activities</p>	Moderate	Low
<p>Mitigations:</p> <p>SECAP2017 will be made available to the PMU at both central and county levels and sub-project development will be accompanied with the Environmental and Social screenings and ESMP preparation and implementation. GALS training will also be used to empower women to take up leadership positions, and address socio-economic dimensions. Simultaneously, community facilitators will be in close contact with beneficiaries to monitor use of asset and economic activity. The grievance redress mechanism (GRM) has been developed to address conflicts and grievances that may arise from project interventions.</p>		
<p>Indigenous People</p>	Substantial	Low
<p>Risk:</p> <p>South Sudan has different tribes/ political parties that need to be taken into account by the project implementation. Inequitable participation and delivery mechanisms insufficiently sensitive to the specific requirements and culture of IPs are possible risks.</p>	Substantial	Low
<p>Mitigations:</p> <p>The project targeting strategy has a focus on the vulnerable in each project area, which in turn is selected on the basis of multiple and explicit criteria. Align IFAD's strategies with South Sudan State of The Environment and Outlook report (2018) Communities will be engaged in a consultative and participatory manner through the FPIC process, while also ensuring that they provide consent to all interventions included in their action plans</p>		
<p>Labour and Working Conditions</p>	Moderate	Low
<p>Risk:</p> <p>Child labour is pervasive thus project may exacerbate the exploitative labour practices (e.g. child labour), gender-based violence, discriminatory and unsafe/unhealthy working conditions for people employed to work specifically in relation to the project, including third parties and primary suppliers.</p>	Moderate	Low
<p>Mitigations:</p> <p>The government has signed the relevant international treaties and regularly exchanges with ILO. IFAD will engage with ILO to potentially field joint technical assistance. The project's ESMP will include safeguards to ensure that each technical lead and IA ensures that there are no exploitative labour practices (e.g. Child labour), gender based violence, discriminatory and unsafe/unhealthy working conditions for people employed to work specifically in relation to the project. The beneficiary feedback mechanism through surveys will include feedback on these aspects and a GRM mechanism in place will ensure this risk is minimized. Labour Intensive Public Works, where community members are expected to participate and be remunerated, will follow international standards and align with other agencies including World Bank remuneration standards.</p>		
<p>Community Health and Safety</p>	Moderate	Low

<p>Risk:</p> <p>There will be water retention//feeder road structure rehabilitation and/or construction, the exact dimensions of which are still to be determined but are expected to be under IFAD SECAP thresholds.</p> <p>SSLRP has a goal of improving nutrition wellbeing through and promotion of diversification of livelihoods thereby increasing household income. While this will have a positive impact on household health, some activities may have risks to the communities. For example, risks to the public during construction activities, gender issues and all forms of Gender-Based Violence, including Sexual Harassment (SH) and Sexual Exploitation and Abuse (SEA)</p> <p>COVID-19 has put significant pressure on already overburdened health and social service delivery systems, exacerbating the vulnerabilities of affected populations.</p>	Moderate	Low
<p>Mitigations:</p> <p>Qualified engineering consultants under recruitment process will do the designs and supervise the construction to ensure the infrastructure conforms to government health and safety guidelines and standards and that the same will be clearly documented. These structures will be inspected upon each supervision by a qualified team member.</p> <p>Through GALS, SSLRP will engage with both female and male household's members and promote campaigns for sensitisation on gender equality and against gender biases and GBV.</p> <p>The ESMP outlines a number of measures to be taken to mainstream health and hygiene considerations across all project activities.. Promotion of diversified and healthy diets is expected to build the immunity of beneficiary community to withstand the effects of COVID.</p>		
<p>Physical and Economic Resettlement</p>	Moderate	Low
<p>Risk:</p> <p>Activities related to construction may cause temporary/permanent displacement of people. However, most of the impacts are localized to the project site, short term and most importantly can be avoided/reduced or mitigated by properly applying mitigation measures.</p>	Moderate	Low
<p>Mitigations:</p> <p>The planned infrastructure (water supply, post-harvest infrastructure & road rehabilitation) will not lead to displacement of people, relocation, resettlement of people or even loss to farm fields. Community leaders will heavily be involved in the selection processes.</p>		
<p>Greenhouse Gas Emissions</p>	Low	Low
<p>Risk:</p> <p>The nature of the production system leaves no reason to believe that there will significant risks of GHGs apart possibly from small livestock.</p>	Low	Low
<p>Mitigations:</p> <p>Improved fodder will reduce the already low level of GHGs. The watershed conservation includes agroforestry which will actually reduce GHGs. No deforestation or additional biomass burning will result from project activities</p> <p>Vulnerability of target populations and ecosystems to climate variability and hazards</p>		
<p>Vulnerability of target populations and ecosystems to climate variability and hazards</p>	Moderate	Low

<p>Risk:</p> <p>High exposure to rainfall variability and others climatic hazards will impact the rural populations by drought occurrence leading to disasters. Then the project's beneficiaries may not fully participate to longer term productive investments. Project results may be affected.</p>	Moderate	Low
<p>Mitigations:</p> <p>The project has engaged communities to identify climate-resilient livelihood investment options – conceived to strengthen the ability of communities to cope with extreme weather events. These activities are less likely and not expected to trigger significant social and environmental perturbations. The project will continue building capacities of communities to strengthen project ownership, sustainability and meaningful socioeconomic benefits. Component 0 will be used under some hazards conditions.</p>		
Stakeholders	Substantial	Moderate
Stakeholder Engagement/Coordination	Substantial	Moderate
<p>Risk:</p> <p>Highly marginalised rural communities, and Government has inadequate capacity to reach communities Inadequate systems and processes for bottom-up planning and participatory approaches and weak voice of the rural poor in decision-making. This is mainly due to the weak</p>	Substantial	Moderate
<p>Mitigations:</p> <p>The Community Driven Development approach is the most effective approach for bottom-up planning and empowering communities to identify their challenges, define their priorities and participate in key decision making processes. In addition, SSLRP will work through local Government including County Development Committees and Payam (village) Development Committees, strengthen their capacities to ensure ownership and critical decision-making at the local levels. The PDO includes an outcome indicator on - beneficiary satisfaction with project support services and empowerment, which will be monitored through the outcome surveys. SSLRP Comp 1 will strengthen Community Based Organisations to be able to plan and implement projects that will improve their livelihoods.</p>		
Stakeholder Grievances	Substantial	Moderate
<p>Risk:</p> <p>Potential grievances around i) selection of project sites, ii) location of water infrastructure, iii) diversion of water upstream, and iv) identification of beneficiaries</p>	Substantial	Moderate
<p>Mitigations:</p> <p>Implementation of IFAD's Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability Apply IFAD's targeting strategy, including transparency on selection criteria in the country. SSLRP will facilitate intensive public consultation with local communities and administrators, and representation from different groups including women and youth. SSLRP will carry out periodic conflict analysis in consultation with humanitarian agencies, such as UNHCR, WFP The Grievance Redress Mechanism (GRM) will be deployed to address any potential localized conflict, including deployment of Component 0 as needed.</p>		
<p>Risk:</p> <p>Potential grievances around water infrastructure and diversion of water upstream</p>	Moderate	Moderate

Mitigations:

- Undertake stakeholders' feedback sessions.
- Government implements a bottom-up approach in the identification of investments, hence there is free and prior consent of the communities
- Implementation of IFAD's Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability