



Food Security through Agribusiness in South Sudan (SSADP II) Inception Report Final

Funded by:



Kingdom of the Netherlands

Implemented by:



February 2019



spark

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Acronym

A2F	Access to Finance
ALO	Agri-business Liaison Office
AR	Action Research
BDA	Business Development Advisor
BSC	Business Support Centre
COOP	Cooperatives
CSRF	Conflict Sensitivity Resource Facility
FAO	Food and Agriculture Organization
FEMA	Farmer Economy and Market Association
FFS	Farmer Field School
FGD	Focus Group Discussion
GAP	Good Agriculture Practice
GoSS	Government of South Sudan
HP Loan	Hire Purchase Loan
IPM	Integrated Pest Management
LANA	Loan for Agric Non-Production Actors
LAPA	Loan for Agricultural Production Actors
MFI	Micro Finance Institution
MIS	Management Information System
MSME	Micro, Small and Medium Enterprise
MSP	Multi Stakeholder Platform
NGO	Non-Government Organization
RLF	Revolving Loan Fund
SACCO	Saving and Credit Cooperatives
SAMS	Smallholder Agricultural Market Support
SILC	Saving and Internal Lending Association
SPLA	South Sudan People Liberation Army
SSADP	South Sudan Agribusiness Development
SSAPU	South Sudan Agriculture Producers Union
UNDP	United Nation Development Program
VC	Value Chain
VESA	Village Economy and Social Association
VSLA	Village Saving and Loan Association
WFP	World Food Program

Executive Summary

Food Security Through Agribusiness Development Project (SSADP II) is a five-year project funded by the Embassy of the Kingdom of the Netherlands (EKN) in South Sudan aimed at improving the food security, income and employment of 10,000 farmer households in Yambio, Torit and Bor counties. It strives to increase farmers and agribusiness (Micro Small and Medium Enterprises (MSMEs), Cooperatives, Village Saving and Loan Associations (VSLA), youth and women entrepreneurs) access to organization, technology, markets and finance through a Making Markets Work for the Poor (M4P) approach. This report is intended to brief the Embassy on the key activities undertaken by implementing agencies (Cordaid, SPARK and Agritererra) from August 2018 to January 31, 2019 and to highlight suggested changes to the initial programme proposal. During this period the project finalized the following key inception phase activities:

- County selection and target groups selection criteria
- Updated the result chain framework, log frame and five years detail implementation plan
- Developed implementation strategies and approaches
- Conducted the baseline survey and gender analysis;
- Developed monitoring indicators, and gender action plan
- Identified Value Chains and potential market outlets including the input supply system and price trend of the selected sub sectors
- Risk and context analysis
- Developed Revolving Loan Fund Eligibility Criteria
- Office setup in the selected counties, staff recruitment and procurement of furniture, vehicles and motorbikes
- Identified Farmer Field Schools, VSLAs, Cooperatives, MSMEs and Finance Service Providers at County level
- Analyzed major agribusiness impediments focusing on selected subsector Value chains, VSLAs and Cooperatives
- Developed action research questions
- Identified key capacity building training materials
- Analyzed key stakeholders at county and national level and develop partnership with key stakeholders; such as UNDP, WFP and FAO
- Conducted Project Launch event at National Level

The detailed progress and discussions on modalities during the inception phase are summarized and presented in the following sections.

1. Project Background

South Sudan is endowed with natural resources and more than 85 percent of the South Sudanese are engaged in agriculture. However, the majority are subsistence producers due to lack of quality inputs such as seeds, fertilizers, pesticides, farm tools along with challenges related to agricultural equipment, storage facilities and capital access. As a whole, there is also limited knowledge of improved farming techniques, water harvesting, irrigation methods and methods for reducing post-harvest losses. On top of these, recurring conflict and natural disaster create a feeling of uncertainty amongst farmers who might otherwise be interested to invest in a commercial farm both at small and at large scale. We believe the full potential of farmers can be unlocked with appropriate technical support.

The Food Security Through Agribusiness Development Project (SSADP II) is a five-year project that runs from late 2018 to July 2023 funded by the Embassy of the Kingdom of the Netherlands (EKN) in South Sudan. The overall goal of the project is to improve food security, income and employment of 10,000 farmer households in selected counties, based on the Making Markets Work for the Poor (M4P) approach that aims at enhancing food security, buying power and the employment position of vulnerable populations in Yambio, Torit and Bor counties. It largely supports the strengthening of market functions and market players to make the local markets more inclusive and more enabling for agribusiness. Moreover, the project strives to increase farmers and agribusiness (Micro Small and Medium Enterprises (MSMEs), Cooperative, Village Saving and Loan Associations (VSLA), youth and women entrepreneurs) access to organization, technology, markets and finance. The project is implemented by a consortium of NGOs including Cordaid, SPARK and Agriterra. Cordaid is the lead agency. We work closely with the concerned ministries of the Government of South Sudan and key stakeholders in the country including local and international NGOs, UN Agencies, and private sector. The conceptual model of the project is shown in the following diagram:

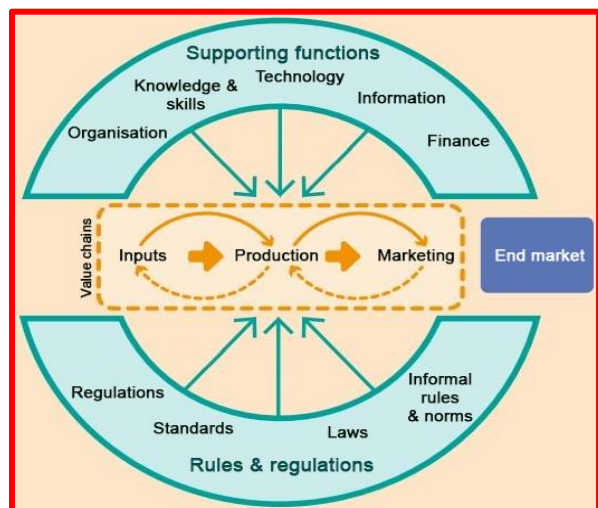


Figure 1. SSADP II Conceptual Model

2. Consortium roles and responsibilities

Based on their previous experience and expertise, each consortium partner has specific roles and responsibilities as well as distinct contributions. This ensures optimum resource utilization and efficiency of the project while implementing deliverables to achieve the intended goal of the project. Therefore,

- a. **Cordaid** – has the responsibility for leading the consortium and supporting farmers from production to post-harvest including the input supply system aimed at increasing production and improving productivity of target farmer households using a Farmer Field School (FFS) and Value Chain Development (VCD) approach. It also enhances the capacity of the target groups in developing their own disaster and risk and reduction coping strategies through Community Managed Disaster Risk Reduction (CMDRR). Together with RUFU and technical support from SPARK and Agriterro, Cordaid will create Access to Finance (A2F) for eligible project targets such as: agribusiness, youth entrepreneurs, women entrepreneurs, MSMEs, Cooperatives and VSLA. In addition, it supports VSLAs to create A2F in rural settings. Cordaid is responsible for Private Sector Development to contribute to the development of selected Value Chains. Cordaid will also be utilizing its tailor-made Resilient Business Development Services (RBDS) approach for supporting MSMEs who have a high potential to create change along the selected value chains. Cordaid will source these enterprises through the VSLA groups and the cooperatives. As a cross cutting issues Cordaid led gender equality and inclusiveness, women full participation in selected value chains as well as do no harm while the consortium ensures to promote these in their day-to-day activities and include sex disaggregated data during reporting. Finally, Cordaid conduct annual gender audit to detect if the working culture is not according to the standards.
- b. **SPARK** – is responsible for establishing and developing a Business Support Ecosystem which comprises the physical centers, Business Support Centers (BSCs), and a network of trainers and coaches also known as Business Development Advisors (BDAs) developed under SSADP I, through the local partner Premium Agro-Consult Ltd. (the HUB), which had their capacity built by the programme. Both new and existing Youth and Women entrepreneurs will have core business skills training and coaching services made available to them, using a demand driven approach, which will enable them to be able to start or grow their agribusiness. SPARK will run business plan competitions and run scouting missions for existing youth and women MSMEs, to find the strongest entrepreneurs, while also following up with mentoring

and coaching sessions facilitated through the HUB. An Agribusiness Liaison Office (ALO) will be established in the BSCs which will be responsible for maintaining a database with market and producer information, which entrepreneurs can utilize to create linkages between value chain actors. In addition, SPARK, through the BDAs will enhance the capacity of project targets in business skills, entrepreneurial skills and bankable business plan preparation. Moreover, SPARK will also support the consortium in monitoring and evaluation.

- c. **Agriterra** – by providing institutional strengthening support to South Sudan Agriculture Producers Union (SSAPU) Agriterra is responsible for training, capacity building and development of cooperative members and nonmembers. Agriterra will focus on cooperative governance, management and financial management, while also promoting cooperatives to engage in the development of their own enterprises. Agriterra will further supply Agri pool experts from the Dutch Agricultural Sector or from other cooperatives in East Africa (peer2peer approach) and specialist Agriterra Business Advisors from other East Africa countries.

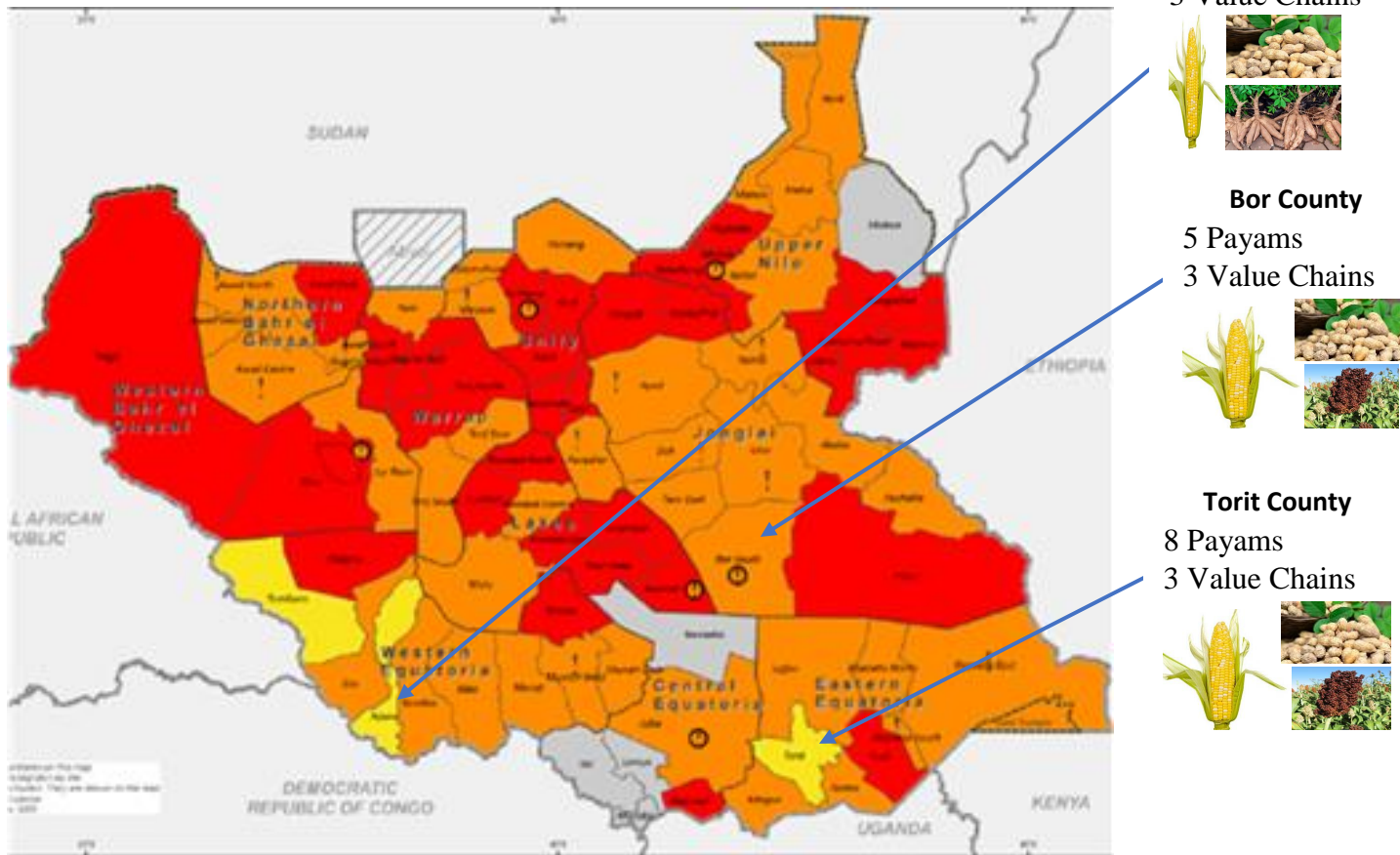
3. Target Area, Type of Targets and Selection Criteria

a. Selected Counties

In the project working group meeting held in October 2018 in Juba, the consortium partners analyzed key socio-economic indicators related to the project, and prioritized three counties, namely: Yambio, Torit and Bor, based on the following selection criteria, with endorsement from the Embassy of the Kingdom of the Netherlands (EKN) in South Sudan. The main selection criteria employed by the project were the following:

- Potential for successful entrepreneurship in the agricultural sectors
- When and where possible, build on previous SSDAP interventions
- Synergy with interventions other actors/stakeholders
- Previous project experience consortium and other implementing partners
- Affected by ongoing conflict
- Accessibility from different sides and distance (road network and security)

Figure 2. Geographic Location of Selected Counties



b. Targets for 2019

As shown below in table 1 the project disaggregated each target types on annual basis and the project will

- start this year in about nine Payams from a total 17 Payams of the counties.
 - o Bor – 5 Payams namely: Makuach, Anyidi, Baidit, Jalle and Kolnyang
 - o Torit – 8 Payams namely: Nyong, Bur, Kiyala, Himadong, Imorok, Ifwotu, Ikotor and Irye
 - o Yambio – 4 Payams namely: Gangura, Yambio, Bazungwa and Ri-Rangu
- support and follow up each FEMA/FFS group, VESA/VSLA and Coops for a maximum of two consecutive rounds or years;
- include 750 agri-business MSMEs in tailored Resilient Business Development Service activities and or Core Business Skills Training and Coaching. 600 of them will develop a bankable business plans or investment proposal while 500 of them will be qualified for A2F to expand their business and will receive follow-up coaching;

- train 1000 youth and women entrepreneurs in innovation and entrepreneurship training, of which 750 of them will participate in Business Plan Competitions and core business skills training. Among them, 250 will be able to access finance and start their own business and will also receive follow-up mentoring and coaching. The 750 who do not succeed in accessing finance initially will receive follow-up coaching and advise through the business centers, and they can re-apply for loans after they improve in the business plans. Since the project holds all targets profile, we can follow-up with them every six months to monitor their status
- will build the capacity of the HUB, by supporting ToTs new training materials for existing BDAs and bring on new BDAs through ToTs and trainer certification to be able to expand the capacity of the hub to be able to accomplish the business goals of SSADP 2.
- More time in 2023 will be reserved for follow-up coaching of entrepreneurs, compiling lessons learned and consolidation of impact and to ensure sustainability.

Table 1. Summary of tentative target numbers projected per year

Sr. No.	Target type	LoP Target	2019	2020	2021	2022	2023	Responsible Organization	Contributed for Outcome
1	Payam	17	9	8	All	All	Half-year for follow-up coaching of entrepreneurs, consolidation and work on sustainability	Cordaid	
2	Individual Farmers	10000	2700	2700	2700	1900		Cordaid	For All Long-Term Outcomes
3	Farmer Economic and Market Association (FEMA/FFS)	350	90	90	90	80		Cordaid	For Long-term Outcome B
4	Local Seed Producers	30		30				Cordaid	For Long-term Outcome B
5	Cooperatives (coops)	230	47	69	69	45		Agriterra	For Long-term Outcome B, C and D
6	Village Economy and Social Association (VESA/VSLA)	120	25	35	40	20		Cordaid	For Long-term Outcome B, C and D
7	Business Development Advisors (BDA)	65	35	30				SPARK	For Long-term Outcome C and D
8	Micro-Small and Medium Enterprises (MSMEs)	750	150	250	225	125		SPARK	For Long-term Outcome C and D
9	Youth & Women Enter.	1000	150	300	400	150		SPARK	For Long-term Outcome C and D
10	Access to Finance <ul style="list-style-type: none"> • Framers (group and individual) • Agribusiness/MSME 	<ul style="list-style-type: none"> • 3000 • 895 	<ul style="list-style-type: none"> • 100 • 30 	<ul style="list-style-type: none"> • 900 • 250 	<ul style="list-style-type: none"> • 1000 • 265 	<ul style="list-style-type: none"> • 1000 • 350 		RUFI	For All Long-Term Outcomes

c. Selection Criteria

The project developed the following generic selection criterion for each target groups:

i. Payam selection criteria

To be focused and develop lessons for upcoming years implementation the project will start in the maximum of 9 Payams in 2019. The selection criteria are the following:

- Safe and secure Payam which is free from any insecurity;
- Payam with higher potential for agribusiness development;
- Payam with higher potential on selected Value Chain Crops production;
- Payam with enough farmers residents in relation to our targets;
- Payam with enough arable land;
- Payam with similar experience in carrying out the project deliverables;
- Payam close to the County town and has road network;

ii. Selection criteria for Farmers and farmer field school (FEMA/FFS)

In the 2019 production season the project will identify 2700 farmers in establishing (or re-igniting) 90 FEMA(FFS). Each FEMA(FFS) is comprised of 30 active farmers engaged in the production of similar crops or willing to grow similar crops. To identify farmers and establish Farmer Field Schools FEMA(FFS), the project will use the following criteria:

- Farmers must be willing to share lessons learned at the FEMA(FFS) with peers in their communities;
- Farmers must be willing to attend FEMA(FFS) trainings and willing to participate in practical field learning over the entire cropping season;
- Farmers must be willing to practice farming as a business;
- The FEMA(FFS) participants must be living in the same village;
- The FEMA(FFS) participants must be willing to learn modern farming techniques/ Good Agricultural Practices (both theoretical and practical);
- The FEMA(FFS) participants must be willing to meet regularly (at least once per month) under guidance from a trained facilitator;
- The FEMA(FFS) must be willing to hold field days at the end of production cycle to show-case lessons learned using their demonstration farms;
- The FEMA(FFS) participants must be willing to give a piece of communal land for demonstration;
- The FEMA(FFS) participants must be willing to select a lead farmer who has good leadership quality and must be willing to work with other farmers;
- At least half of the FFS members should be women;

iii. Seed producer’s selection criteria

Local seed producers will be supported by the project if they meet the following criteria:

- Farmers must be willing to allocate at least 2 feddan for seed production;
- Farmers should have adjacent land for seed production;
- Farmers must be willing to form a local seed producers’ group;
- Framers must be willing to take up seed production as a business;
- Farmers must be willing to attend trainings and to share lessons learned with their group members;
- Farmers must be willing to attend trainings;
- Farmers must be willing to apply the knowledge and advice given by the project;
- Farmers must be willing to participate in group work;

iv. Cooperatives and VSLAs selection criteria

Parameter	Benchmark	
	Cooperatives	VSLA
Membership	>=20 with special attention to gender equality	>=10 with special attention to gender equality
Commitment	Share capital and active participation with special attention to gender equality	VSLAs complete at least the preparatory phase and continue saving mobilization and loan disbursement
Growth potential	Membership and business with special attention to gender equality	<=10 % dropout and consistent saving
Governance	Openness in strategy and financial information sharing with members, transparent, democratic principles, regular meetings, preference for gender focused governance	VSLA Operate in VSLA principles with special attention to gender equality
By-law	Existing as basis for training and creating awareness among members with special attention to gender equality	VSLA Operate in VSLA principles with special attention to gender equality
Bond	Functioning business with special attention to gender equality and women involvement	VSLA Operate in VSLA principles with special attention to gender equality
Others	Women led cooperatives have priority Potential to develop profitable business and increasing membership	VSLA Operate in VSLA principles with special attention to gender equality

v. Youth and Women Entrepreneurs, BDA and MSMEs Selection Criteria

Youth and Women	BDA	MSME
<ul style="list-style-type: none"> • Starting (have recently been started) or New Business • Business Idea (Illiterate & Semi-Literate) - Fits in the theme of the Business Plan Competition (BPC) – BPC approach, Verification: external Judges or Senior / Juba Based BDAs • Business Idea (literate): Fits in the theme of the BPC – BPC approach, Verification: external Judges or Senior / Juba Based BDAs. Business Ideas are judged on: <ul style="list-style-type: none"> ✓ Personal/Team Qualities and Entrepreneurial Background (Commitment) ✓ Market potential of the business plan ✓ Profitability and financial sustainability ✓ Spin-offs on Local Economy • Willing to make own Contribution (financial, labour or in-kind) • Literate: Commitment with no other major form of employment • If they are a member of the VSLA, Co-op or FFS is a plus • Youth 18-35 Years (males) & Women • The business should be Part of the selected VC 	<ul style="list-style-type: none"> • An entrepreneur themselves – even if small • Experience in Training Facilitation • Experience in building financial documents (score at least 40 to 50% on exam) • Verbal exam & interview • Who can give a 5-minute introductory training in any subject preferably in Business Skill or Business Plan preparation Training? (looking for an engaging trainer) • Potential: Education in Business, Accounting, Finance and Agribusiness • Self Employed 	<ul style="list-style-type: none"> • Existing Business / Farm – 1 to 2 seasons of experience • Size depends on type of enterprise • Realistic vision • Commitment • Willing to make own Contribution (financial, labour or in-kind) • If they are a member of the VSLA, Co-op or FFS is a plus • The business should be Part of the selected VC • Each MSME will have a form where the BDA will make a Business case for the MSME to be accepted into the programme • SPARK - Youth 18-35 Years (males) & Women • Cordaid – All ages and genders

4. Value Chain Analysis

The project identified major crops produced in each of the three counties. The analysis showed that 75 percent of farmers produced cereals, 20 percent of farmers vegetables and fruits, 4 percent of farmers produced ground nuts while 1 percent of farmers produced cassava for agribusiness purposes (SSADP II Baseline Survey Report, 2018). After these major crops were identified, a subsector analysis matrix was used to prioritize the crops for Value Chain Analysis and Development in each county from production to marketing.

- ✓ In Yambio County – Maize, Groundnuts and Cassava.
- ✓ In Torit County – Sorghum, Maize and Groundnuts; and
- ✓ In Bor County - Sorghum, Maize and Groundnuts;

In addition to these cereal crops, there are other vegetables and fruits (such as onion, eggplant, okra, kales, tomato, mango and papaw) which can be considered in the future and can be started in a small scale mainly by women farmers in backyard and closer to the riverbank individually or in a group as income generating activities (through direct sale and micro processing: for instance tomato paste, drying and ...) and household consumption which improves household nutrition. Apart from these vegetables by selecting hybrid fruits the project will promote fruits as income generating activity, household consumption and micro scale processing (for example mango juice in Yambio). Furthermore, the project across the counties identified poultry as major sector

to increase income and improve nutrition as well as in Yambio sesame (potential to extract oil) and coffee (potential for domestic and export market) and in Bor fishing are other promising income sources, for farmers. Therefore, the project will conduct a detailed value chain analysis for selected sub-sectors including potential vegetables and fruits, poultry, sesame and coffee in June 2019.

The following table summarize the cropping calendar of each major value chain crop across the counties:

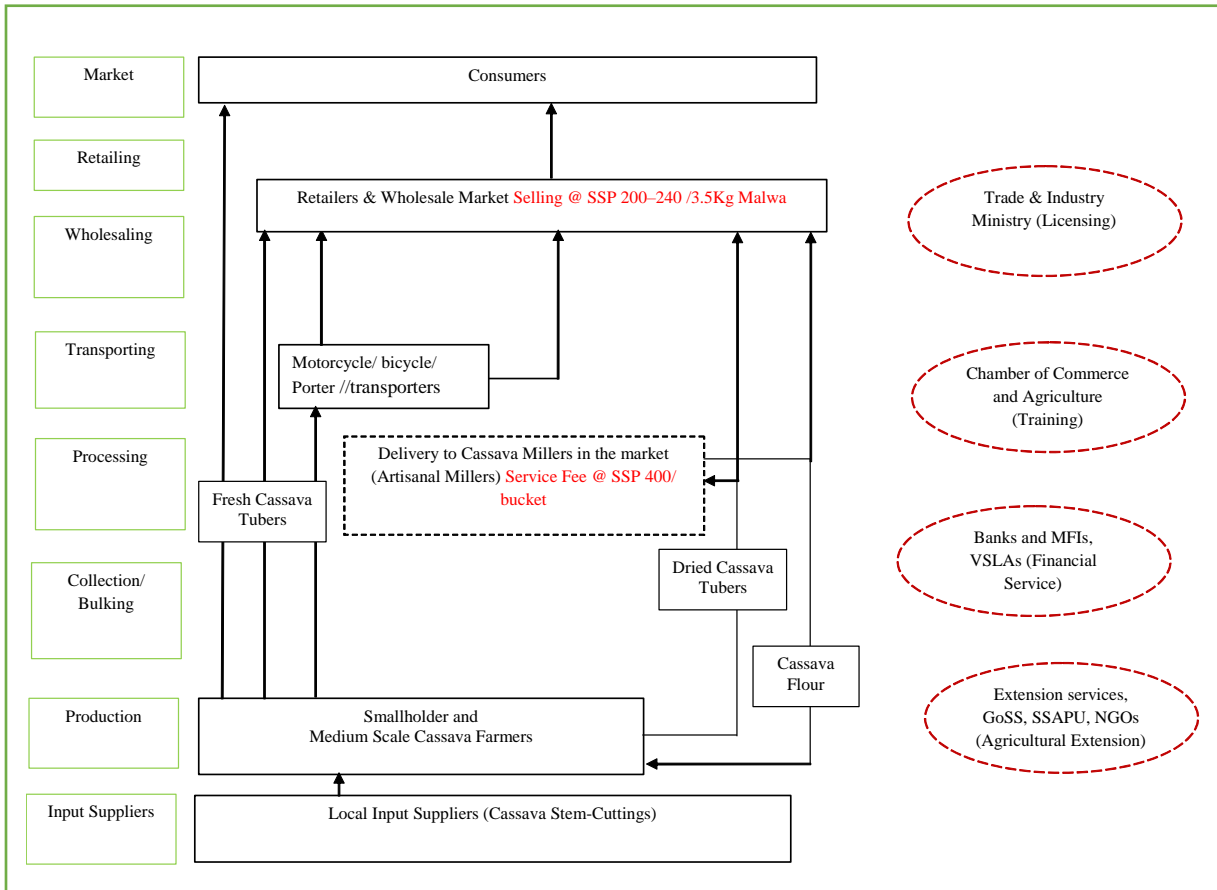
Table 2. Cropping Calendar for Major Crops across the County

Sr. No.	Crop	Planting Period	Harvesting Period	County	Remark
1	Sorghum	May to June	August to September	Bor and Torit	Selected Subsector
2	Maize	May to June	July to August	Bor and Torit	Selected Subsector
		March to May	August to November	Yambio	
3	Groundnuts	May to June	July to August	Bor and Torit	Selected Subsector
		May to June	March to June	Yambio	
4	Cassava	Perennial crop	Perennial crop	Yambio and Torit	Selected Subsector

a) Cassava Value Chain

Cassava is an important source of food and income. It has diverse uses: the roots could be boiled, ground into flour, fresh roots, chips, fermented and brewed into alcoholic products; the leaves were normally cooked into a favorite vegetable food among the community members. It is also a drought resistant crop which can grow in the wild.

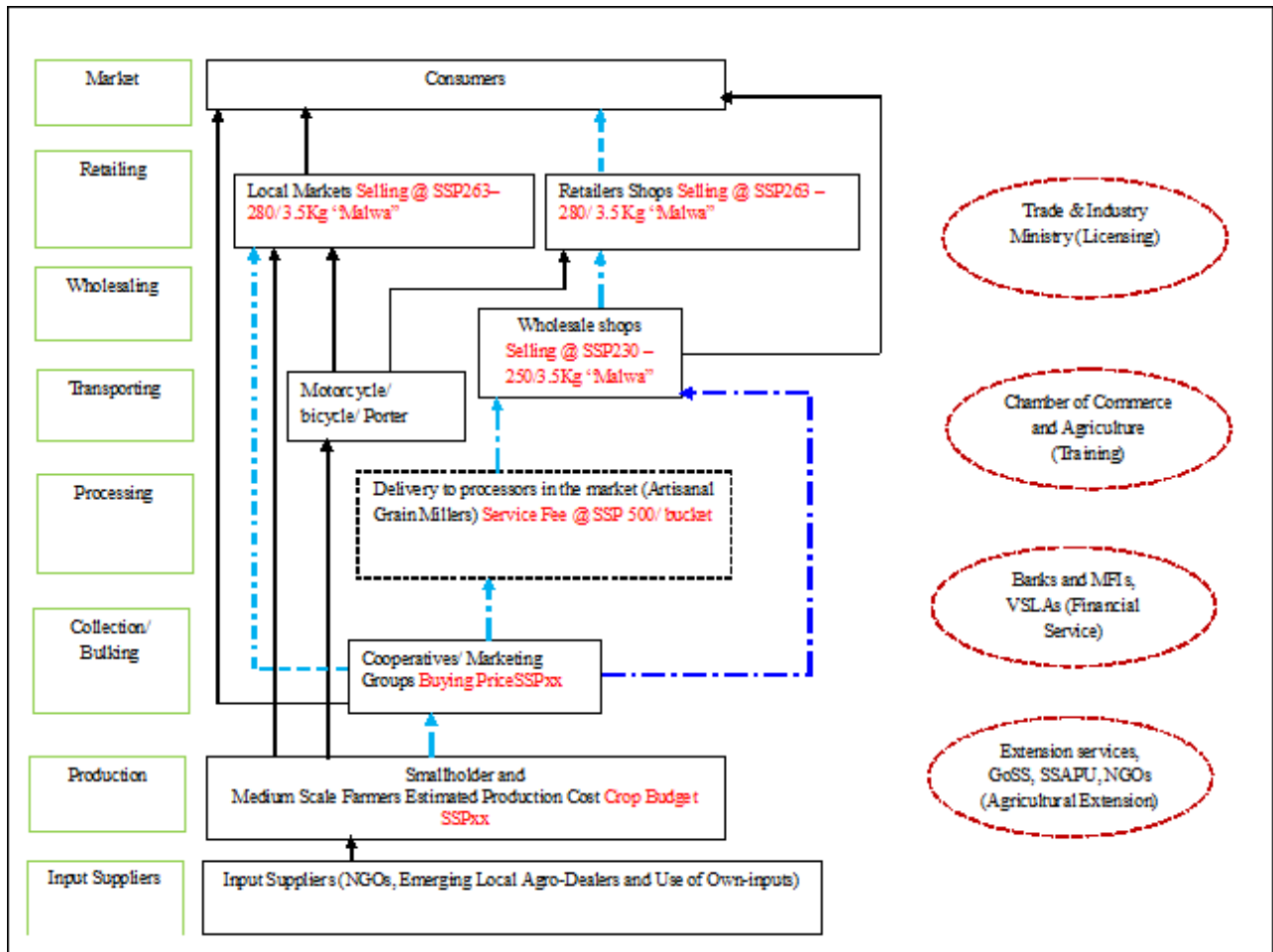
Figure 3. Cassava Value Chain Map



b) Sorghum Value Chain

Sorghum is mainly grown in Bor and Torit counties with an average of 1.4 Feddans of cultivated land by farmer households. Sorghum has multiple end uses, including as porridge, flour, snacks, couscous (“WalWal”) and other products for human consumption; inputs for beer production; and feed for poultry and cattle.

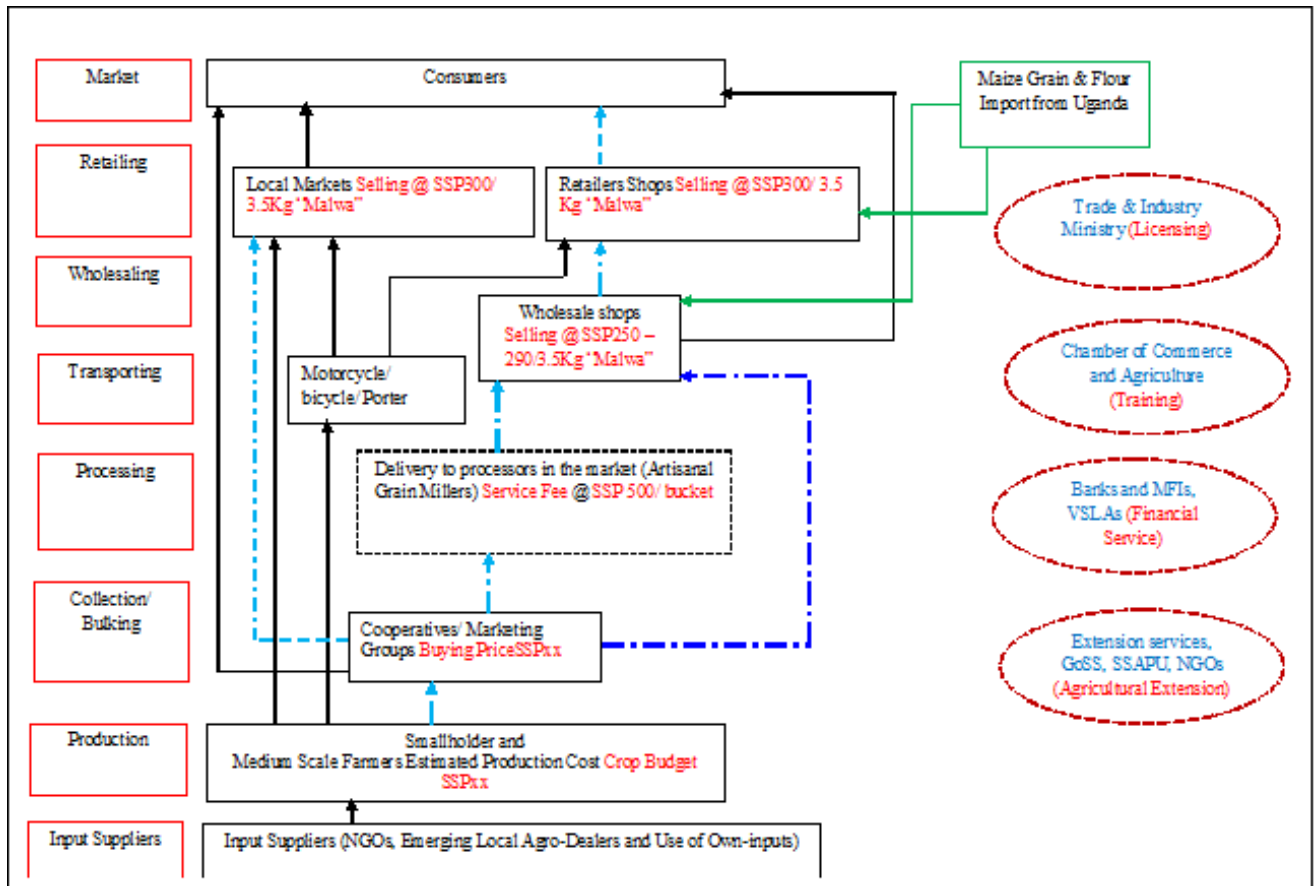
Figure 4. Sorghum Value Chain Map



c) Maize Value Chain

In all of the three counties, maize is mainly produced by farmers who farm an average of 1.2 Feddans per farmer as both a major staple food crop and cash crop. Farmers usually sell maize after drying and shelling.

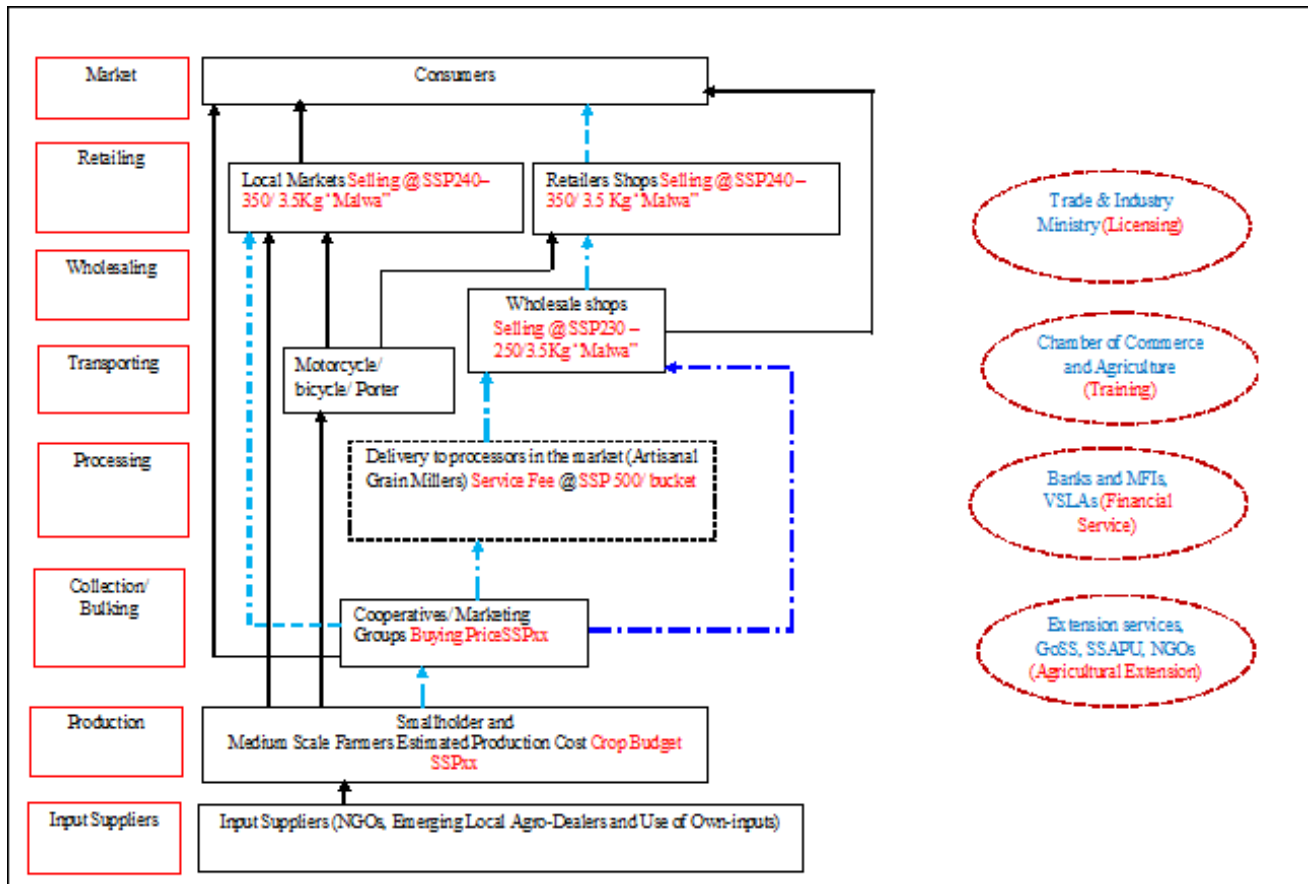
Figure 5. Maize Value Chain Map



d) Groundnut Value Chain

Groundnuts play an important role both as oil and food crop.

Figure 6. Groundnuts Value Chain Map



5. Value Chain Upgrading Strategy and Enabling Environment

Based on the value chain analysis the following value chain upgrading strategy are recommended:

a) Product Upgrading:

- Improve crop production and productivity by:
 - Introducing and promoting high-quality improved seeds;
 - Establishing and strengthening local seed producing groups;
 - Establishing and supporting local seed producers;
 - Enhancing farmers knowledge and skill on Good Agriculture Practice (GAP) and Integrated Pest Management (IPM);
 - Establishing input supply system through Agro input dealers;
 - Strengthening farmer organization in input and output marketing;
 - Adopting coping mechanisms that reduce farming risks;
 - Linking farmers through VSLA and Coops with Finance Service provider;

b) Process Upgrading

- Establish bulking and primary-level processing to reduce post-harvest losses;
- Promote value addition at farmer organization level (cooperatives);
- Enable A2F to upscale emerging artisanal processors in market centers;
- Support and build capacity of emerging private sector processors in business and operations management;
- Reduce transport costs by improving road network through working with other development organization supporting road infrastructure development (WFP), or linking FFS with existing Aggregation center supported by WFP, or other local traders;

c) Upgrading of Coordination and Business Models:

- Provide timely and relevant market information, including the collection price of Aggregation centers of WFP
- Generate information to monitor sub-sector performance (use of M.I.S platforms)
- Foster trust and long-term relationships among value chain stakeholders through quarterly MSP

d) Improving the Business Enabling Environment

- Support the GoSS in the development of Agricultural Input Policy (AIP); Agricultural Research Institutions, Plant Health and Inspectorate Departments, etc
- For cooperatives and agribusinesses standardize units of measurements (use of ISO standards such as “Kg” instead of “Malwa”);
- Reduce double taxation, trade licenses, etc.;

6. Market Outlet, Access to Information and Price Trend

Across the counties the main market outlet for selected grain subsector produce is WFP directly and indirectly through local NGOs; for instance, in Yambio through Star Trust Organization (STO). According to SSADP II Baseline Survey Report (2018), farmers sold their products to WFP (20%) and local market (34%), directly to consumers (35%), to Traders (6%), to millers (4%), to cooperatives (2%), and to others (12%). The radio stations, local traders and extension officers are the main sources of market information for the farmers and males mostly have an opportunity to access the information compared to women. Market price, demand, new buyers and input availability are pieces of information which are frequently accessed by farmers in the counties.

The selected subsector price trend is depicted in the following figures.

Figure 7. Sorghum Annual Price Trend

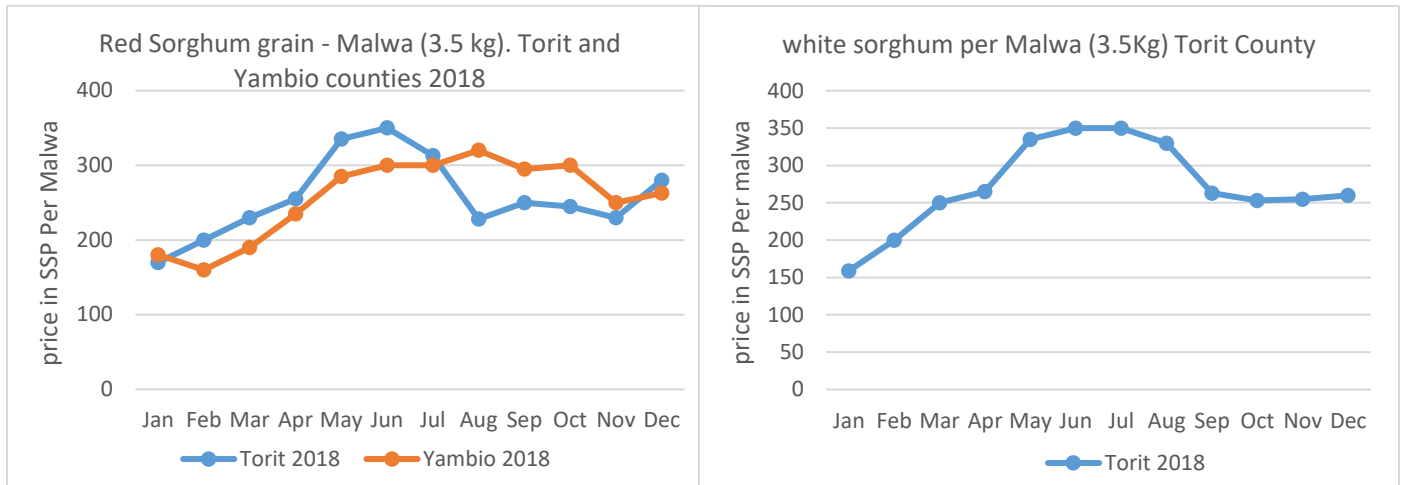


Figure 8. Maize Annual Price Trend

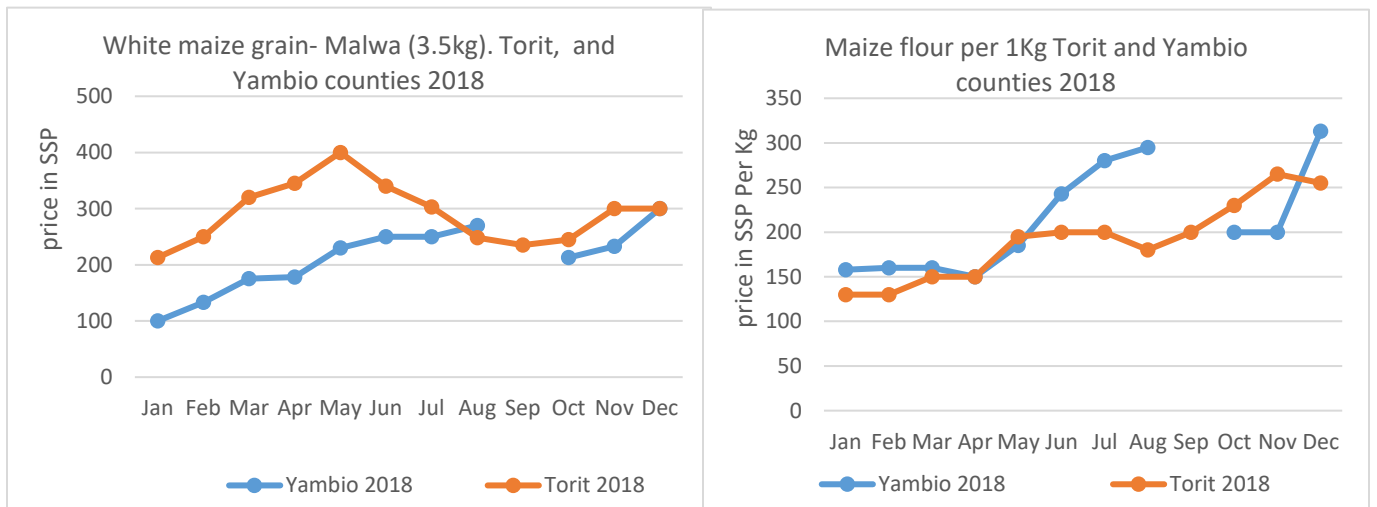
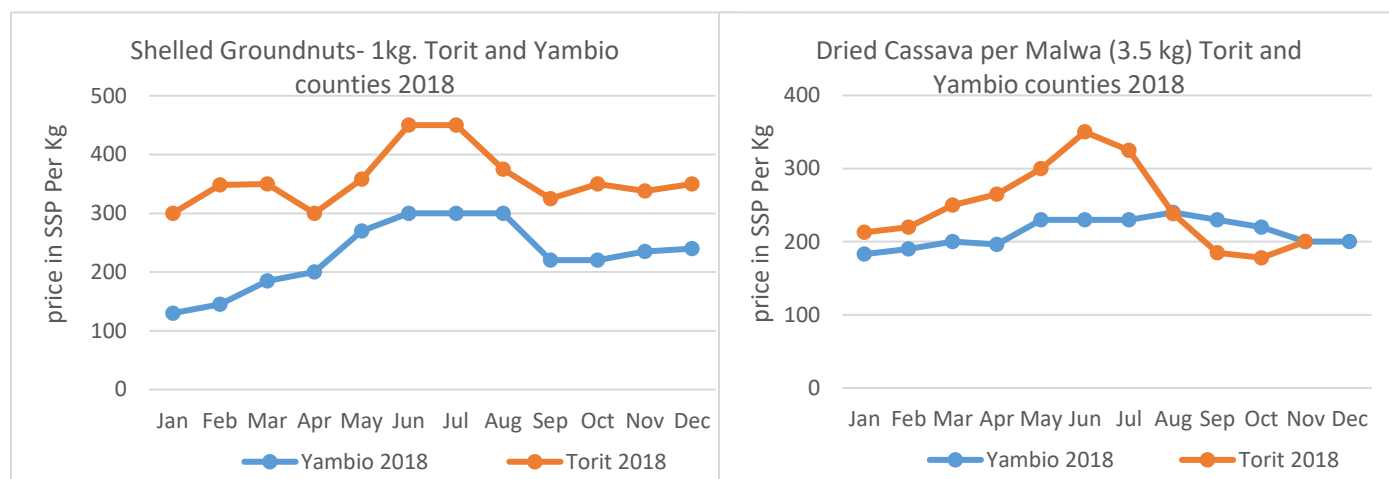


Figure 9. Groundnuts Annual Price Trend



a. Output Marketing System

In Bor county, an informal output markets exist where commodities are sold in the main Bor town market. Similarly, Torit has two output markets, the Torit main market and the Melekia market. Most agricultural commodities sold in the main Torit market come from Uganda through the Nimule border crossing. In Yambio county, there is one major market - the Nabiapai output markets located on the border between Yambio and Congo. Bor County has an agricultural forum for stakeholders (that operates like an Apex Agricultural Union) that was established by NGOs like C&D and NPA: the forum is composed of 15 producer and marketing cooperatives/groups located in the 5 Payams (6 from Anyidi, 2 from Baidit, 6 from Makuach, 1 from Jalle and 2 from Kolnyang). The forum is managed by board members elected from each member cooperative/group. The purpose of the forum is collective marketing where farmer groups/cooperatives store their produce in their own store and then sell to buyers jointly. In addition, the forum provides tractor ploughing services to members (free of charge) and to non-members (with service charge). The forum has its own capital contributed by member cooperatives/groups as registration fee. The forum board bargain and negotiate with buyers on behalf of member cooperatives/groups and decide the selling price. This helps cooperatives/groups to earn a better price.

7. Input supply System

The input supply system in all the counties visited is very weak and dominated by NGOs. In Bor County for instance, there are only two private input suppliers (Southside Agro-Vet Supplies Company Limited and Ajak and Sons enterprise) that supply seeds (vegetable

and crops) and agro chemicals in the county. Further, in this county, there are around 20 traders who trade in farm tools along with the construction materials. In Torit County, there are three main input suppliers (Lextione, Afroganics and VSF Agrovet). In Yambio County, Global Agriculture Innovation & Solutions Ltd. (GAIS) (with support from AGRA) has been supplying seeds in the market, while NGOs contributed significantly in seeds distribution to the farmers. All input suppliers import seeds, agro-chemicals and farm tools from Uganda and Kenya.

The main sources of seeds for the farmers were saved seeds, UN agencies/NGOs, seeds purchase from the market and from family and friends. Free distribution has created dependence on aid and affects the market for the local seed production and agro-dealer sector. From another perspective, the supply capacity of quality seeds in most local markets is minimal, compared to the huge demand. Many farmers also raised the concern of seeds quality – of both local and imported seeds.

Farmers are sometimes affected by delays in seed handouts from the NGOs and they end up planting low quality saved seeds. According to the ministry of agriculture, using fertilizers and pesticides is not allowed by the government. The government should be the main extension service provider in the counties under the ministry of agriculture, with support from few NGOs. However, Government extension services were limited, since the staff were not well facilitated in terms of salaries and transport.

8. Institutions/groups operate in the Counties

a) VSLAs/SILC

Bor County has more than 107 VSLAs that provide loan service for their members although the amount is small. In Torit, the total number of VSLAs is estimated at 47 while in Yambio although most VSLAs were disbanded during the conflict there are still 12 functional VSLAs. These VSLAs comprised a total of 3215 member (2381 female) and 2013 in Bor, 785 in Torit and 300 in Yambio.

b) Cooperatives and SSAPU

There are 344 registered cooperatives (170 in Yambio, 63 in Torit and 111 in Bor), though only small number of cooperatives are active and functional. The South Sudan Agriculture Producers Union (SSAPU) is an apex of primary cooperatives which is present and active mainly in Yambio to provide extensions services for primary cooperative members in

agriculture production, marketing and cooperative development. With the support of SSADP II through Agriterra, SSAPU will open its office in Torit and Bor. At the end of February 2019, SSAPU finalized office setup in Torit County and assigned staffs to provide services for the farmers in the county.

As an input to the baseline study, Agriterra carried out cooperative scoping missions in all 3 counties of the project. The study revealed that the cooperative development in the 3 counties encounters many challenges. Even though internal capitalization through shares gives opportunities to invest in value addition the scoping learned that the cooperatives have not started raising their own share capital. there was no umbrella cooperative or better a cooperative union. All together the scoping learned that the SSADP2 project can support the cooperatives in many aspects and bring them to a higher level.

c) Formal and Informal Financial Institutions (Banks, MFI and SACCOs)

Bor county has two main financial institutions, Kush and Liberty Banks; and their customers have access to only savings and current accounts. In Yambio County, Kush and Ivory bank as well as Women and Youth Empowerment (WOYE) Microfinance Institution are the main financial institutions. In Torit County Ivory Bank, Eden Bank and Nile commercial Bank are the main financial institutions. Due to the high and volatile inflation rates and overall insecurity, finance institutions are hindered from creating access to finance opportunities for their clients. However, WOYE in Yambio was lending although the amount is very small. Additionally, there are a few cash transfer institutions in the three counties. Even though they are not strong there are a number of SACCOs in each county that needs further support to increase their capacity to deliver services

d) Radio Stations

Bor County has two Radio Stations, namely: 89.7 FM Radio Jonglei and 91.1 FM Radio for Peace and Reconciliation. Both radio stations provide service with fee in local languages for 18 hours a day. Torit has four radio programmes, namely Radio Miraya UNMISS, Emanuel Radio and Grace 90.5 FM and government-owned radio station. The services offered by Radio Miraya UNMISS are free. Two radio stations are operational in Yambio: Yambio FM (State-Owned) and Anisa FM – Church Owned (which was struck by lightning on 07th November and therefore are off air presently).

e) Business Service Centre (BSC)

Even though Bor has a Business Service Centre owned by Jonglei Economic Development Corporation (JEDC), it is not functional. Torit and Yambio do not have anything resembling a BSC.

f) Farmer Field Schools (FFS)

Bor has about 29 FFS, Torit has 35 FFS, while Yambio has about 20, though the exact number could not be ascertained as these were severely affected during the conflict a few months earlier. These FFS are established by different development partners.

9. Agribusiness Development Impediments

a) Subsectors Impediments

The following table summarizes the selected subsectors bottlenecks which hinder farmers from reaching their maximum profit and benefit:

Sorghum	Maize	Groundnuts	Cassava
<ul style="list-style-type: none"> ✓ Poor quality of seeds and varieties ✓ Poor quality of product at harvest, ✓ Inadequate threshing techniques and post-harvest technologies ✓ Pests such as the “quelea quelea” bird ✓ Insufficient market development and communication with markets ✓ Insufficient training and finance for improved production and post-harvest management ✓ Striga, stalk borer, and weed infestation ✓ lack of training on value addition and agribusiness, ✓ Lack of knowledge in good agriculture practice ✓ Post-harvest loss 	<ul style="list-style-type: none"> ✓ Low quality seeds ✓ Lack of capital ✓ Low level of mechanization ✓ Fall Armyworm and other pests ✓ Poor storage materials and facilities ✓ High transport costs and poor transport systems ✓ Lack of knowledge in good agriculture practice ✓ Inadequate threshing techniques and post-harvest technologies ✓ lack of training on value addition and agribusiness, ✓ Lack of knowledge in good agriculture practice ✓ Post-harvest loss 	<ul style="list-style-type: none"> ✓ lack market linkages, ✓ lack of training on value addition and agribusiness, ✓ lack of access to credit to enable higher production levels and limited ✓ lack of extension services ✓ Inadequate threshing techniques and post-harvest technologies ✓ Lack of knowledge in good agriculture practice ✓ Post-harvest loss 	<ul style="list-style-type: none"> ✓ lack of business training, ✓ rural inaccessibility ✓ lack of capital to commercialize production ✓ lack of planting materials ✓ lack of training on value addition and agribusiness, ✓ Lack of knowledge in good agriculture practice

b) VSLAs and Coops Impediments

The table below summarizes the bottlenecks that impede VSLAs and Cooperatives from maximizing their profit and reaching scale.

VSLA	Coops
<ul style="list-style-type: none"> ✓ Conflict and local violence ✓ Lack of investment skills and business plan formulation ✓ Lack of financial literacy and management skills by both members and committee members ✓ Most VSLA members were engaged in small IGAs, which reduced the amount of money they can contribute and the amount of loan they can take 	<ul style="list-style-type: none"> ✓ Lack of Market availabilities for members' produce ✓ High level of illiteracy among cooperative members and management bodies ✓ Lack of capacity by cooperative officers in terms of management, logistics and training ✓ Most cooperatives officials do not understand business development ✓ Lack of Leadership and gap in governance ✓ Poor financial management ✓ Limited membership ✓ Lack of mechanization ✓ Fall Armyworm, "quelea quelea" bird and striga weed infestation on members' farms ✓ Lack of fund to upscale operations

10. Action Research Questions

The project team has tentatively suggested the following research questions to deal with the key outcome areas of the project.

Within the lifespan of the programme, the AR questions will focus on the four Long term outcomes as follows:

1. To what extent has agribusiness of our beneficiaries (MSME/VSLA/Cooperative) become more resilient to shocks and hazards?
2. To what extent has agribusiness of our beneficiaries (MSME/VSLA/Cooperative) enhanced its sustainable production and increased its productivity?
3. To what extent has agribusiness of our beneficiaries (MSME/VSLA/Cooperative) benefitted from an improved, more inclusive, market/market information?
4. To what extent has agribusiness of our beneficiaries (MSME/VSLA/Cooperative) improved the way it operates and possibly even grown to create jobs for others?

Note: gender-perspective will be applied in the above questions (e.g. comparing the attainments and views of different gender).

As the pace of development of the above components would be different in the year 2019, the project working group will identify the most prominent issues by the third quarter of 2019, which will then guide the focus of study to be conducted in the 4th quarter of 2019.

It is important to bear in mind that Action Research serves the purpose of generating actionable knowledge. Therefore, for each AR question a set of AR follow up questions needs to be asked. In addition, to ensure the highest quality of data collected the AR

researchers should also solicit expert input from Local agribusiness owners, local business service providers, traders, etc. to triangulate the information.

- a. How or in what way did this change happen?
- b. If it did not happen, why not (identifying and comparing key variables)?
- c. Do you have an explanation for this change or lack of change?
- d. What would you suggest to create or further strengthen the change?
- e. Who, in your opinion, should be involved to create/strengthen the change?
- f. Is there a certain timeframe within which this change could/should happen?

11. Stakeholders and Local Partners

Based on the following selection criteria,

- | | |
|--|---|
| <ul style="list-style-type: none">• Technical capacity<ul style="list-style-type: none">• Previous similar projects implemented• Area coverage• Technical staffs• Donors worked with• Experience in the county• Number of targets reached so far | <ul style="list-style-type: none">• Administrative and Finance Mgt Capacity<ul style="list-style-type: none">• Policy• Structure• Office in the county• Cordaid Partner Risk Analysis |
|--|---|

the following local NGOs were found to have higher potentials among all to be involved in this project as local partners:

- Rural Development Action Aid (RDAA) for Yambio County
- Global Aim for Torit County
- Church & Development (C&D) for Bor County

Capacity assessment was conducted with these partners, and detailed discussions are underway on the key tasks to be conducted by them and the resources required. Project agreements will then be signed with these NGOs upon reaching consensus on resources allocated and other terms and conditions.

In addition, the following two institutions are key implementing partners

- South Sudan Agriculture Producers Union (SSAPU) in all counties for Cooperative development
- Premium Agro-Consult Ltd. (the HUB) in all counties for business development services support

The main actors in the agriculture sector in the three counties are the government through local ministries, the UN agencies, INGOs and local NGOs. In the three counties, WFP and FAO are the main UN agencies engaged in agriculture production and marketing support. FAO is mainly involved with provision of agricultural inputs and dissemination of early warning systems through local NGOs while WFP is involved in the purchase of grain production from the farmers through aggregation centres and local NGOs. Below is the analysis matrix of these stakeholders.

Table 3. Stakeholder Analysis Matrix

Stakeholder	Main Activities	Influence
National, State and County Government	Administration	High
Ministry of Agriculture forestry and fisheries	Provision of extension services and supervision of agricultural activities in the counties	High
Ministry of cooperatives	Registration and regulation of cooperatives and associations	High
Ministry of Commerce and industries	Regulation of trade and business enterprises in the counties as well as keeping market and industry data	High
RRC	Registration, regulation and coordination of humanitarian aid	High
WFP	Purchase of grain produce	High
FAO	Distribution of farm inputs	High
UNDP	Youth Employment and Empowerment through Private Sector and Value Chain Development	High
Bor County		
C&D	Farmers support in agriculture production and marketing, group formation, Cooperative development and of VSLAs support	Medium
CRS	Cereal production and support of savings and loans association	Low
NPA	Agricultural input supply	Low
NRC	Vegetable inputs supply	Low
VSF G	Seed and cereal production	Low
Yambio County		
World Vision	Farmer field schools and provision of extension services	Low
CODEP	Sustainable livelihoods and food security Programmes	Low
RDA A	Local NGO undertaking food security and livelihood, WASH and Education Programmes.	Medium
Change Agency Organization (CAO)	Local NGO undertaking women empowerment Programmes, food security and livelihoods.	Medium
CARITAS Austria	Funding of agricultural Programmes	Low
Yambio FM	Dissemination of information	High
INTERSOS	Education and Wash programmes	Low
STO (Star Trust Organization)	Implementing the SAMS Programme with WFP.	Medium
Yambio Women Resource center	Umbrella body for women associations and VSLAs	High
GAIS	Seed production	Low
WOYE Microfinance	Provisions of credit facilities	Medium
Kush bank	Payment platform for farmers and banking services for farmers	Medium
Torit County		
Caritas Torit	Livelihoods and food security Programmes	High
Ark for Humanity Torit	Food security and working with cooperatives and VSLAs	Medium
FOCOSS –Torit	Works with cooperatives in food security Programmes	Medium
GLOBAL AIM –Torit	Works with both VSLAs and cooperatives in food security Programmes	Medium
Care international	Women empowerment, education and food security	Medium
Plan international	Child protection and gender, food security.	Medium

12. Analysis on implementation strategies and approach

a) Farmer Economy & Market Association (FEMA) Vs Farmer Field Schools (FFS)

The Farmer Field School (FFS) approach is an innovative, participatory and interactive learning approach that emphasizes problem solving and discovery-based learning. FFS aims to build farmers' capacity to analyze their production systems, identify problems, test possible solutions, and eventually encourage the participants to adopt the practices most suitable to their farming systems. FFS can also provide an opportunity for farmers to practice and test or introduce new technologies through comparing their conventional technologies developed with their own tradition and culture.

The project would consider enriching the concept of FFS by incorporating some elements from the model of Farmer Economy and Market Association (FEMA) which is an approach to promote input and output marketing, facilitate specialization and market orientation, promote value addition, enhance marketing skills and bargaining power to farmers and promote partnerships. FEMA aims to build farmers specialization on marketing of high value commodities, aggregation & quality control; to create linkages with and access to MFIs, access to Value Chain technical services such as training, mentoring and coaching focusing on commodities; facilitate exchange of knowledge and skills on value addition, technology demonstration and adaptation. The manual will be customized to fit the South Sudan context and will be demonstrated along with the FFS approach.

b) Market Oriented Vs Production Oriented Extension Services

Agricultural extension plays a crucial role in promoting agricultural productivity, increasing food security, improving rural livelihoods and promoting agriculture as an engine of pro-poor economic growth. Generally, extension services were mainly provided by the government under the ministry of agriculture and a few NGOs. South Sudan Agriculture Producers Union (SSAPU) is also one of the extension service providers for cooperative members in Yambio. The existing extension services are production oriented which mainly focus on increasing land under production and improving productivity of farmers. To enhance the impact, the project intends to deliver market oriented and demand driven extension services. This helps farmers to respond to the emerging needs of the market, so as to help them increase their income and to improve their food security and employment. The approach will focus more on market demanded technologies provision; linking farmers, cooperatives, VSLAs and agribusinesses with buyers, input suppliers and credit services; providing market information and promoting collective marketing. The following are the key principles of market-oriented extension service:

- **Resource based** – comparative advantage
- **Business principle** – to help farmer to achieve better income
- **Commodity development approach** – identify the critical technological, organizational and institutional constraints confronting the commodity
- **Based on value chain framework** – identify the priority intervention points

- **Bottom-up and participatory** – depends critically on the knowledge, skills and experience of producers and agribusinesses

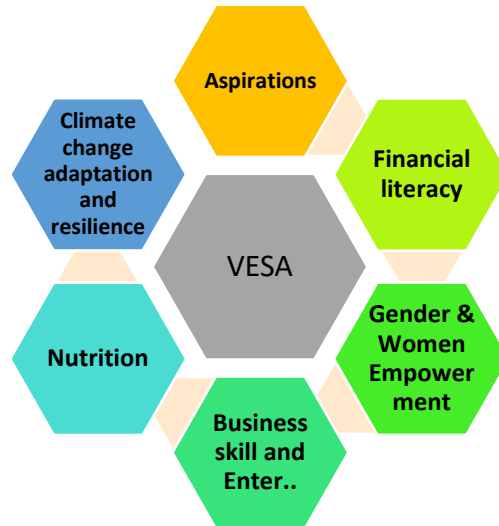
c) Village Economy and Social Association (VESA) Vs VSLA/SILC

By principle and considering their life span, the model of Village Economy and Social Association (VESA) is similar with the Village Saving and Loan Association (VSLA) or Saving and Internal Lending Communities (SILC). The concept of VESA is broader than VSLA/SILC, encouraging production and enhances productivity; promotes a savings culture, along with group solidarity and access to credit, while also enhancing members' business skills and addressing other cross cutting issues. The project will enrich the VSLA support with elements from VESA to help members to diversify products; enhance production through use of inputs, technology, and improve techniques and other extension services. It also helps to create linkages with MFIs at the individual level; train group members on gender, nutrition and climate change; promote resiliency and aspirations to be food secure and entrepreneurs. The following are the key objectives of VESA:

1. **Economic development:** through access to small loans it helps farmers to make investment and thereby increase their incomes to improve their livelihood.
2. **Resilience:** Resilience is met by instilling a culture and a practice of savings, which helps members to prepare for emergencies. A social fund is also created to provide financial support to members who experience shocks.
3. **Social:** The VESA methodology builds group solidarity, enabling members to learn from each other and to work together to question social and cultural norms around climate change, gender and nutrition.
4. **Training and capacity building:** This entry point for capacity building creates a space for the members to exchange information and learn from each other's experiences about their livelihoods and life.

Through VESA the project can coach, train and mentor farmers on the following thematic areas.

Figure 10. VESA discussion topics

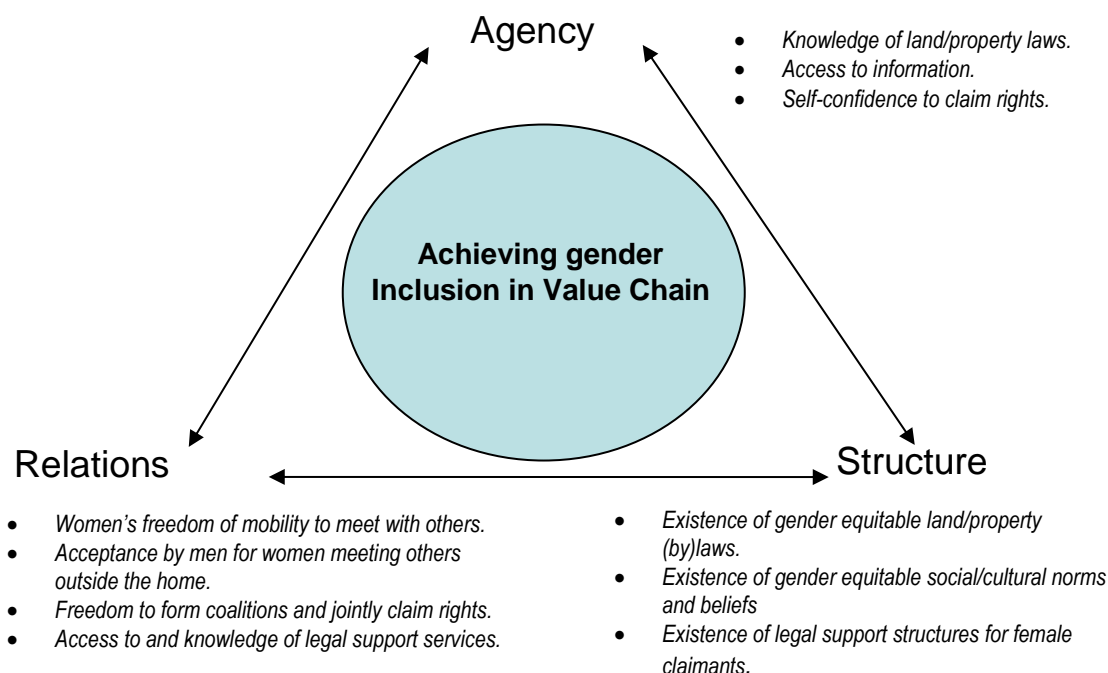


d) Gender mainstreaming and Inclusiveness

To support full women participation and that they benefit equally from the activities implemented, the project will apply the following framework which has three spheres: Agency, structure and relations.

- **Agency:** This is the capacity of women to take action herself. Her own aspirations and capabilities are demonstrated in her ability to have control over resources and decisions for her own self-efficacy. Gender distribution of labour and gender differential access to and control over productive resources and use of income. Women need to have access to information, increase self-confidence and be empowered by having knowledge of laws that impact them.
- **Structure:** This is the societal norms and institutions that codify and reinforce gender relations at every level of society. The environment that surrounds and conditions choices (legal, political, institutional, representational). We need to help women to be part of social norm codification.
- **Relations:** It is critical to build relationships, coalitions and mutual support to expand the agency of women and alter existing structures in society related to the gender construct. The power relations through which she negotiates her path with household, community, and broader levels will determine her relations with others. The project will focus on women's freedom and mobility to meet others, meaning acceptance by men for women to meet others for business interactions outside the home. Women will also be guided in understanding their freedom to form coalitions and jointly claim rights, their knowledge will be increased in their ability to freely access legal support services.

Figure 11. Gender Inclusiveness Analysis Framework (adopted from CARE)



To measure the status of gender equality and women’s empowerment, the project will consider the Women Empowerment in Agriculture Index (adopted from USAID) which consists of five domains as shown in the following table:

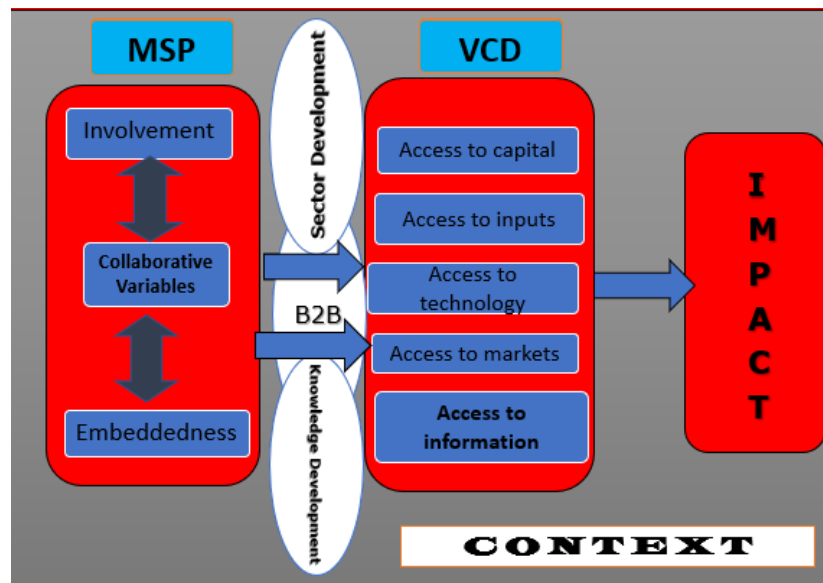
Table 4. Women Empowerment in Agriculture Index

Domain	Description
Decision-making in production, processing, storage, marketing	Access to inputs into production, processing, storage/transport, marketing/sale
	Decision-making autonomy in production, processing, storage/transport, marketing/sale
Ownership of assets and access to finance	Ownership of assets
	Purchase, sale and transfer of assets, including land
	Access to and decision-making authority on credit
Income	Control and use of agricultural income
Group membership	Group membership
	Speaking in public
Time	Work load
	Amount of leisure time

e) Multi Stakeholder Platform (MSP)

Aiming to develop partnerships and to strengthen the relationships among key Value Chain actors, supporters and enablers to improve the situations affecting them and for successful collaboration the project will facilitate a multi stakeholders’ platform per value chain in those counties. The frequency of the MSP meetings and the number of participants is contingent to needs and budget. In the MSP the participants will discuss about the opportunities and bottlenecks of the value chain and propose solutions for the challenges and set mechanisms in the utilization of the existing opportunities. It will also lobby and advocate with policy makers whenever necessary.

Figure 12. Theoretical Model of MSP



f) Business Support Centers (BSCs) and Agri-Business Acceleration Track

As a part of the Business Support Ecosystem, there will be a physical space in each of the hubs of stability known as the Business Support Center (BCS), which will be linked to the SSADP II Field Offices. Each BSC will have one business support officer who will act as a coordinator managing all of the training, coaching and mentoring activities as well as the Business Plan Competitions. The main service provider of this training and coaching is the HUB, located in Juba, who will have locally trained Business Development Advisors (BDAs) in each location. The BSC officers will be the main coordinating actor working to arrange the training and coaching activities between the BDAs and the entrepreneurs.

In SSADP I, there were BDAs focused on core business skills training and coaching and there were Technicians focused on mentoring who specialized in either vegetable, poultry or grain production. This approach will be continued in SSADP II, for the selected value

chains. In SSADP I, BDAs were paid to produce business plans for the entrepreneurs, and they were paid per business plan. For SSADP II, this will not be the practice. BDAs will only support the entrepreneurs to produce the business plans and will not spend time typing up business plans for the entrepreneurs. Therefore, the BDA is only there as a trainer, coach and a mentor. BDAs will be paid per 3-month agreement.

- For illiterate entrepreneurs, a business plan format will be developed in conjunction with the MFI, where they can provide verbal answers. The BDAs will support them by summarizing the business plan in writing for project records.
- For entrepreneurs who are literate, BDAs will work closely with them to develop their plans, but the BDAs will not be paid per plan developed, they will be paid per coaching session with the entrepreneur. This will better support the entrepreneur to understand their business and write the business plan themselves.

The Market Information Database is also managed by the BSC officer (note: this was stated as Agri-business Liaison Office (ALO) in the proposal). SPARK together with Cordaid has developed a database - an agri-business acceleration track - which the BSC officers will populate with information for specific actors who work in each value chain. There will be a training and coaching database that will help to track all the work of the BDA's, training and coaching visits, along with the content of what is going on with business so that the project is able to track the progress of the entrepreneurs.

Each center will be equipped with computers where entrepreneurs can write their business plans and conduct research on the internet. There will be office space for the BSC officer and for the BDAs to work and prepare for their trainings. Most coaching will take place at the site of the business. In each hub the BDAs will be trained initially in entrepreneurship and business skills for literates and non-literates along with business coaching methodology. They will be also trained Cordaid's Contextualized Resilient Business Development Service (RBDS) to be able to support the VSLAs, Coops, MSMES and youth and women selected by the project. Equipping the BDAs with business training skills and technical skills specific to the selected value chains will enable them to function as both coaches and mentors.

Premium Agro-Consult LTD (The HUB)

Premium Agro Consult is a legal registered company limited by the registrar of Companies in the Republic of South Sudan. The registration process was finalized by June 2017. The firm was formed by a group of South Sudanese with rich experience in provision of business management skills, Entrepreneurship skills, Agro-tech skills, bankable business plan development skill and facilitating forward and backward market linkages. The company has an independent board of Business professionals, providing an oversight to the company called The HUB Board Charter.

The HUB is the main local implementing partner of the SSADP II Consortium Partner, SPARK. The HUB and SPARK are closely aligned in mission and vision as they both aim

to provide business support services to build SMEs which have growth potential and the ability to create job. SPARK will work closely with the HUB for implementing business support services for Youth and Women start-up and existing enterprises. A main focus of this partnership is that SPARK will support the HUB by building their technical organizational, human resources and management capacity to provide excellent business services in particular to the project targets and in general to the country entrepreneurs.

Capacity Building Activities for the HUB:

- 1) Support the HUB to adjust and develop training and coaching materials as well as on MSME validation process: Previously, the HUB BDAs had been certified trainers in using the International Labor Organization's (ILO): ***“Start Your Own Business Training Materials (SYB)”***. However, while this manual provided the basics, it was not practical to train farmers. Therefore, for SSADP II, SPARK is supporting the HUB to adjust the SPARK manuals¹, while also utilizing some of the most effective pieces from the ILO manuals and at the outset of the project, there will be newly adjusted manuals developed by the HUB that can be practical to train farmers in the country. The HUB will also be supported to seek out the best manuals to support the work of the technicians.
- 2) Recruitment and selection of New BDAs: As the HUB is only left with six active members, it is critical that the HUB develop its capacity to be able to deliver trainings particularly for SSADP II and generally to the country entrepreneurs sustainably. A recruitment process will be undertaken by the HUB, where there will be interviews along with a competency test to understand the candidate's competency level prior to taking going through the Training of Trainer (ToT) and Training in Training (TiT) process. The new recruits must already have a basic knowledge of business skills to be able to qualify and then they will further be trained by the HUB in backstopped by SPARK. The recruitment will be done for each of the three project locations, with five-to-seven BDAs for each location depending on skill level and expertise as well as some BDAs will be recruited at national level mainly from Juba Level.
- 3) Each BDA will go through an approval/ certification process. Once they are certified, there would be agreement with them stipulating the training and coaching sessions they will carry out over a three-month period, which they will be evaluated at the end of the agreement. They will have the opportunity for extension if they are evaluated to be providing effective services. The BDAs will be observed by senior trainers and coaches from Premium Agro-Consult LTD (the HUB) and they will be evaluated by the BSC Development Expert. Having a three-month contract with a set number of training and coaching sessions, will ensure them assigned work and keep them engaged. This will require tight planning of the BSC officer and the HUB to estimate, how many trainings and coaching sessions will be needed for the entrepreneurs during a quarter.

¹ A training material developed by SPARK for literate, semi-literate and literate entrepreneurs, known as SPARK Business Skills Training Manuals

The Main Activities Performed and services provided by the BDAs are:

- **Training:** The BDAs will be the trainers who will provide the business skills training for the entrepreneurs selected for training in SSADP II. As mentioned above they will provide training to illiterate, semi-literate and illiterate entrepreneurs. They will also provide innovation sessions prior to the training the start-up entrepreneurs, as a one-day event to open the minds of the potential applicants to stimulate “out-of-the-box” thinking, to inspire more innovative business ideas for the Business Plan competitions which will be discussed below.
- **Coaching:** This piece of support for the entrepreneur is completed by the BDA as they work side-by-side guiding the entrepreneur to develop their own business plan and to solve issues around their business throughout the lifespan of the project. A coaching relationship guides the entrepreneur to generate options and solutions, rather than giving them the answer directly or doing the work for them.
- **Mentoring (Technicians):** The mentoring piece is where the entrepreneur is given information which could support their business to improve. They are given direct advice either on a business topic or in a technical area, where the BDA and Technician will act as the mentor and share best practices or other advice. . This technical area will be focused on the particular value chains which the project is focused of cereals, pulses, vegetables and fruits.
- Innovation Sessions (Introduction to entrepreneurial mindset and encourage out-of-the-box thinking to encourage women and youth to come up with business ideas for the Business Plan Competitions)
- Business Plan Competitions facilitation
- Business Plan writing support

Business Plan Competitions (BPC) – Youth and Women Start-up Enterprises

SPARK has been running business plan competitions for the last 15 years and has found it to be an extremely effective process in finding the capable and innovative entrepreneurs. SPARK’s business plan competition process is documented in SPARK’s ISO Quality Procedure Manual and SPARK has run several competitions in South Sudan through other projects. Through the BPCs, SSADP II will be seeking entrepreneurs to take on the different aspects of the value chain development as a processor, wholesaler, transporter, input supplier with some innovative producers. BPC’s have a competitive element which enables entrepreneurs to strive to be creative and develop a realistic and viable business plan. BPCs are used to select start-ups, as it provides the best approach and supportive criteria for identifying and screening applicants, who might otherwise be difficult to seek out.

The project will follow the following steps during business plan competition:

- 1) Announce the BPC and innovation sessions: interested community members come and sign up for the innovation sessions and BPC.
- 2) After the innovation sessions business idea forms are handed out and applicants are given a deadline to apply. These applications are then judged by a panel of expert judges.
- 3) Applicants with selected business ideas are then informed and they participate in a Business Skills and Business Plan Writing Training.
- 4) Participants write their business plan with guidance from coaches.
- 5) This business plans are then judged by a panel of expert judges. Participants are also must pitch their business plan to the panel of judges.
- 6) The judges use SPARK's ISO certified selection criteria to select the winning business plans and winners are announced in an award ceremony.
- 7) The selected winners are then sent to review and revise their business plans one final time with a coach, prior to sending it to a micro-finance institution, RUFII in this case, for accessing finance for their business.
- 8) The key aspect to the BPC is that the selected winners also receive long-term mentoring, coaching and follow-up.

Youth and Women Existing Businesses – MSMEs

The HUB will scout MSMEs using a similar process that it has in SSADP I for identifying entrepreneurs. Criteria will be developed by the HUB and SPARK, for what constitutes an existing business under the SSADP II. The BDAs in the Hubs of stability will be sent to seek out existing businesses which they will document via an assessment sheet. The Businesses the BDAs report will then be re-assessed by a senior member of the Hub and the project will either be validated or dismissed. Those that are validated will be trained in business skills and business plan writing. After the training they will receive follow-up coaching and mentoring. For those that are deemed to be in the need of accessing finance to expand or grow their business will be supported to develop a business plan to be sent to a microfinance institution or in the case of SSADP II to be sent to RUFII.

g) South Sudan Agriculture Producer's Union (SSAPU)

The South Sudan Agriculture Producer's Union was founded in Juba in 2010 by concerned farmers. It is legally registered as a Non-Profit Farmer's Union under the Legal affairs and Constitution Development and SS Chamber of Commerce. SSAPU is a member of the East African Farmers Federation and represents the farmers in CAADP in South Sudan. It is also a member of the South Sudan business forum. It is a recognised and certified training institution on small and medium enterprises by IFC. Financial and advisory support comes from Agriterra, which plays a crucial role in the development of SSAPU. SSAPU as farmers organisation is open for all farmers, farmer groups, cooperatives, private sector/agriculture-based businesses, institutions.

The project will work with SSAPU since it is delivering services to the farmers, based on their needs. In this project SSAPU will function in all targeted counties. SSAPU's approach is to address the needs of the farmers through services to members in the field programs and through advocacy and lobbying for a better conducive environment. The field program is simply addressing the farmers' needs through connecting the right service providers to farmers with specific needs. Where there are not such services SSAPU delivers these services themselves, which include training on introducing profitable crops and farming methods, organizing collective action for marketing or purchase of inputs and organizing farmers standing strong together. Farmers field schools and demonstration plots are part of the methodology. Fast growing membership shows that the approach has been working. While there are groups composed of women, men, or in mixed groups, gender sensitivity is emphasized in the process. For each of the specific needs, solutions and services are sought and provided as much as reality allows. SSAPU builds capacity in their members and builds their own organization in branches. Increasing incomes are the basis for sustainability of the changes they have made of their own efforts.

Figure 13. The 8 Steps of Agriterra Cooperative Development



Training and support will be rendered in various areas where they usually have gaps, such as financial management, general management including HRM, governance including membership commitment, business and organisation strategy development and planning for improvements, value chain analysis and strategic interventions. Support will be based on assessment of the needs of the cooperatives. The Agriterra national business adviser will be responsible for the cooperative development. He will collaborate with the other extension workers (2 come from SSAPU) in each county to follow-up with the cooperatives that have been scoped and assessed. The extension workers will be trained by Agriterra in their role supporting cooperatives. The national business adviser will be supported by the expert from Agriterra based in The Netherlands, but on a regular basis in the 3 counties.

h) Capacity Building Training

The project identified key areas for capacity building and start to review and customize the existing training Modules from SSADP I and the consortium partners. The following tables summarize some the key areas identified for capacity building training under major thematic areas of the project:

Table 5. Identified Capacity Building Trainings

Production and Productivity	Agribusiness/ VC	Cooperative and VSLA
<ul style="list-style-type: none"> - Soil and Plant Nutrition - Weed Management - Seed production technics - Major Vegetable Pest and Diseases - Vegetable Production Best Practices - Best Practice on Crop Production General Concepts - Harvest and Post-Harvest Handling of Horticultural Crops - Commercial Nursery Management - Maize, Sorghum, Groundnut and Cassava Production - Good agricultural Practice and Integrated Pest Management - Post-harvest handling and technologies 	<ul style="list-style-type: none"> - Maize, Sorghum, Groundnut and Cassava Value Addition and Processing - Maize, Sorghum, Groundnut and Cassava Market Assessment and Development - Business skill training - Business Development Services - Entrepreneurship - Business plan development - Income Generating Activities Selection, Planning and Management - Financial Literacy 	<ul style="list-style-type: none"> - Village Economy and Social Association - Scoping tool for cooperatives - Cooperative assessment tool - Financial health check - Governance health check - My.coop training - Field program Agriterro network approach - Agricultural Business Advisory Services - FACT tool for lobby and advocacy - Stakeholder management - Member commitment workshop program and handouts - Internal capitalisation - Record keeping - Leadership training - Farmer services and extension

i) Revolving Loan Fund (RLF) eligibility criteria and implementation modality

To achieve the intended goal of the project, access to finance is one of the main components of the project which will fill the existing finance gap to improve the agriculture production, productivity, capacity for bringing products to the market as well as to enhance farming as a business. The project is on process of finalizing several loan products (including terms, condition and eligibility criteria) to be offered for project targets, such as: Individual Farmers, Framers Cooperatives, VSLAs, MSMEs, and Youth and Women Enterprises within the selected value chains. Based on field consultation, the three main products under development which are:

1. **Loan for Agricultural Production Actors (LAPA)** – for those farmers engaged in production
2. **Loan for Agric Non-Production Actors (LANA)** – for non-production actors along the value chain; for instance, for agro-input dealers, processors, transports, etc.
3. **Hire Purchase Loan (HP Loan)** – for MSMEs and Member-based Entities that intend to add value to agriculture products but have limited finances to procure the relevant asset

Each of these three products will have different features, terms and conditions and stipulated below:

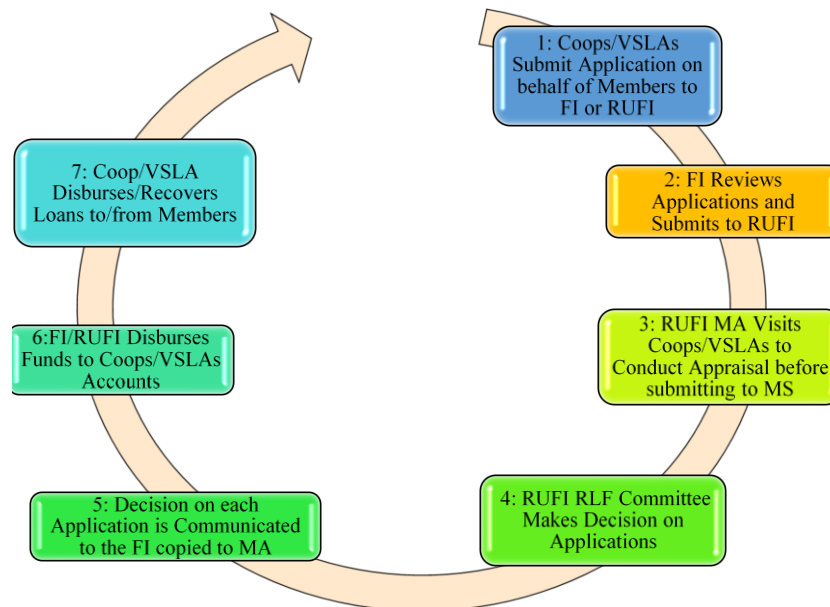
Table 6. Feature, terms and Conditions of the Proposed Loan Products

Parameter	LPAP	LANA	HP Loan
Targets those engaged in	Production	Value addition including input supply and transport Service providers before and after production	MSMEs and Member-based Entities that intend to add value to agriculture products
Objectives	To meet the financing needs for production	<ul style="list-style-type: none"> To stock quality seeds and other farming tools; To procure value additions machinery or to buy in bulk in order to process; To service and maintain vehicles in order to reach rural setting or transport products; To aggregate and sale later at a better price or in another market. 	To procure Assets such as: threshers, millers and others that could improve or add value to the agriculture value chain of the target crop. NB: Tractors may not be considered in this case unless there is highly convincing evidence
Credit Modality	<ul style="list-style-type: none"> Group Lending (via coop, SACCO & VSLA) Individual based 	<ul style="list-style-type: none"> Mostly individuals or companies other than member-based entities. Cooperatives may apply to aggregate produce for better future prices or value addition. 	<ul style="list-style-type: none"> Group Lending (via coop, SACCO & VSLA) MSME Individual based
Conditions for accessing	<ol style="list-style-type: none"> Group Lending <ul style="list-style-type: none"> Registration at state or county level Operated for 2 years Account at any Finance institution Members ≥ 20 Entity and members included and trained in SSADP II Each member should be more than 18 years old Each member should have its own farm and homesteads Each Members should have at least ≥ 1 feddan Individual based <ul style="list-style-type: none"> Should have been farming for the last 2 Years Should targeted and trained in SSADP II Should be more than 18 years old should have at least ≥ 1 feddan Capable to finance 25 % of the budget (in cask or in kind) Provide personal guarantor <ul style="list-style-type: none"> Having documented or documentable collateral 	<ul style="list-style-type: none"> Have been in operation of the same business for at least a year If a company, should be duly registered and possess a valid operating license Should have built a relationship with the producers evidencing that financing will contribute to the production actors in one way or another Provide collateral equivalent to 150% of the required loan amount Should be in possession of a bank account as all loans will be wired to bank accounts 	<ul style="list-style-type: none"> The asset will be procured and registered in the name of the lender and the document kept with RUFU until s/he has completed the repayment The borrower will have a 'right of use' If the repayment completed the asset ownership will then be transferred to the borrower The asset in the case will act as the main security but the borrower will have to provide addition security and guarantee of commitment. Present a clear and precise business plan Once approved, be able to make deposit of at least 30% of the estimated cost of the assets. The balance of 70% can then be provided as a loan. Provide collateral equivalent to at least 50% of the asset value in addition to the asset to be procured. Provide personal guarantors with the financial potential of the applicant.

Procedure for Accessing the Loan

The following procedure will be followed for loan handling for all product types with slight differences.

Figure 14. Loan provision procedures

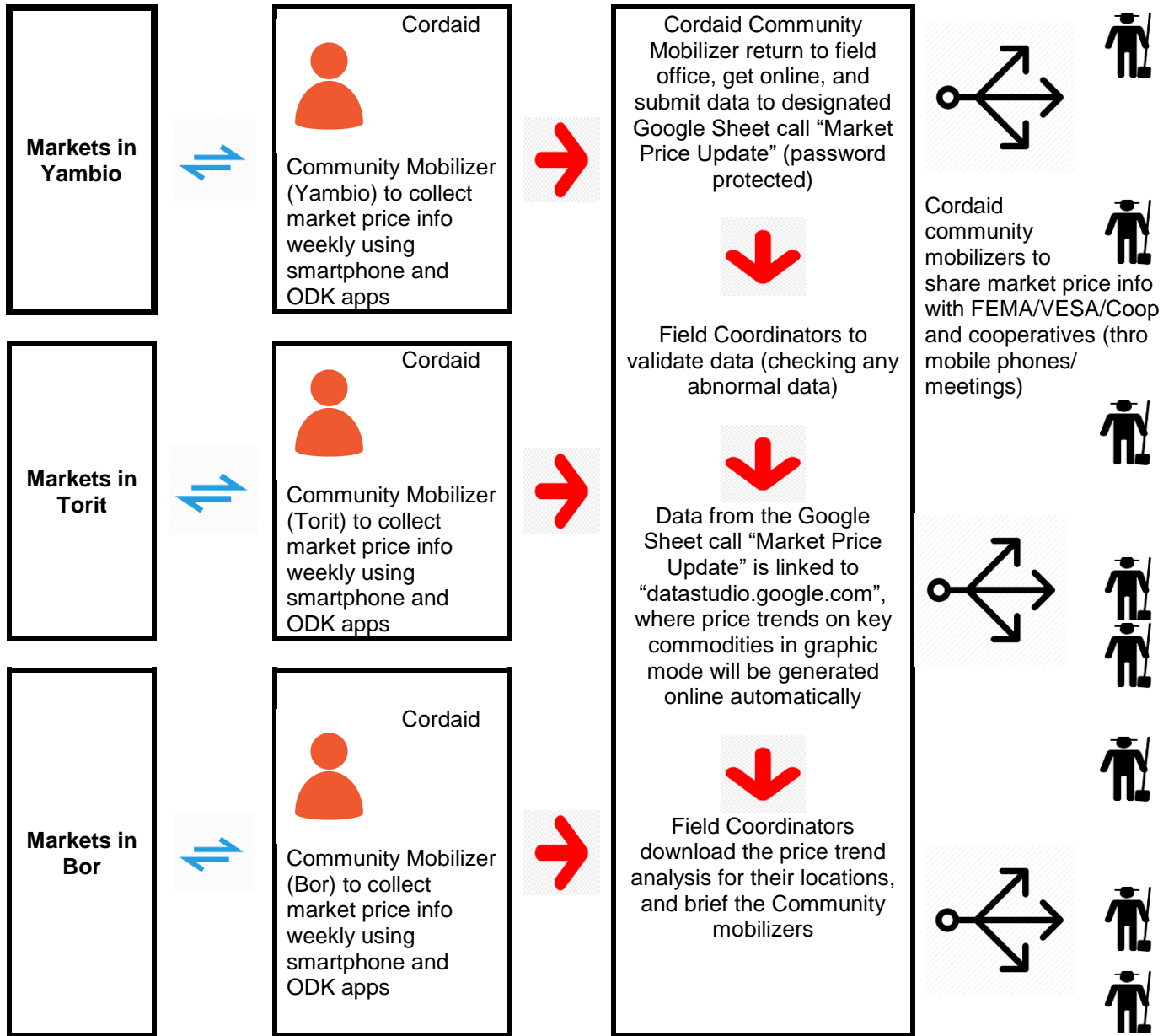


13. Mechanism for monitoring and sharing market information

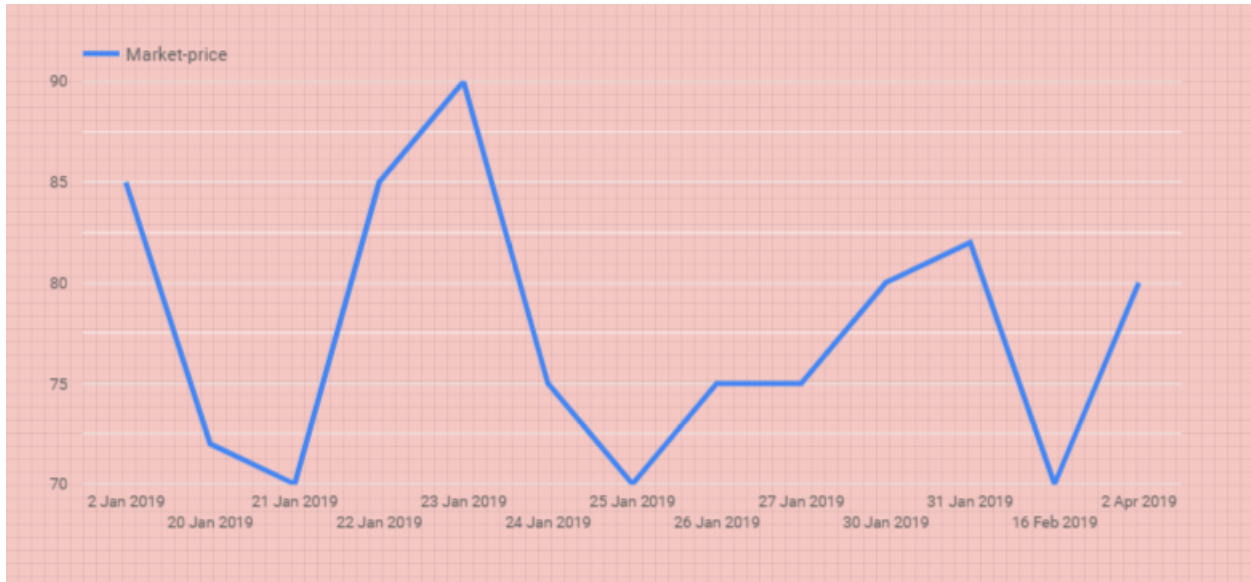
Field study in the three project locations has confirmed the following:

- Mobile network is only available in the main towns (Yambio, Bor and Torit), and villages that are situation near to these towns have mobile network. This has limited the channels for the rural farmers in accessing timely market information
- In line with the above, for those who are living in the main towns, or those who are very close to those towns, ownership of simple mobile phones (not smartphones) are common. Usually it is the household head (mostly male) who own the phone.

Due to the above constraints, we plan to establish the market price monitoring system using Mobile App as follows:



Sample screen shoot of charts (using testing data on sorghum price (SSP/Kg) in Yambio, NOT real data) displayed on: <https://datastudio.google.com>



Each field office has been equipped with 5 smartphones for market price data collection and M&E purpose. The ODK Apps online setup and linkage for graphics generation has been completed.

We shall train the Community Mobilizers on using the ODK Apps for data collection and start analyzing market trend on key commodities starting from Mar 2019. We shall also analyze the trend of price (compared with last month, and compared with same period of previous year), before sharing the information with our beneficiaries. There is an opportunity to broadcast the information through local radio in each county using local languages.

We shall continue to monitor the IT infrastructure development in South Sudan, in particular in those targeted areas. In future if there is more favourable development (e.g. broader mobile network coverage, better accessibility to internet, and higher percentage of ownership of smartphones), we will review the possibility of developing a more sophisticated mobile apps for market monitoring.

14. Project Risk and Conflict Analysis

a) Project Risk Analysis

There are a number of risks that are largely beyond the direct control of the project but for which, in case they occur, the project has mitigating strategies ready as shown below in table 7. In case of emergencies, the project may opt to mobilize the contingency budget line included in the budget. It is assumed that, based on a list of pre-agreed conditions and circumstances, this contingency budget can be used for rapid action.

Table 7. Risk analysis

Risk	Probability of Risk	Impact Level	Mitigation Strategies
Deterioration of overall security situation in the country	Medium	Medium	<ul style="list-style-type: none"> - Experienced security officers in place, both in the Netherlands and South Sudan will ensure that the available Security Management Plan is adhered to, including the sharing of information amongst the consortium- and local implementing partners; - Ensure that good contacts with local- and international security information providers are maintained; - Ensure that good contact with target groups are maintained as well as possible in order to maintain trust and allowing for adjustment of- and/or quick re-establishment of project interventions - Do no harm; maintain neutrality and impartiality, particularly in communication strategy
Deterioration of security situation in project counties	Low	Medium	<ul style="list-style-type: none"> - Recent security assessment in the 3 counties we operate reveal a certain level of stability for extended period. Continued monitoring with the above-mentioned measures will be applied.
Inflation of key commodities and depreciation of SSP	Medium	High	<ul style="list-style-type: none"> - Inflation of key supplies and depreciation of SSP may impact to the agribusiness development, where key inputs items have to be imported. This may improve over time as more local inputs traders are growing.
Extreme Natural Shocks	Medium	High	<ul style="list-style-type: none"> - Assist the communities affected that the recovery actions as per Community Managed Disaster Risk Reduction Plans are implemented. The assistance consists over instant emergency assistance as well as structural assistance to get back to normal asap
Accessibility of project areas	Medium	High	<ul style="list-style-type: none"> - Make more use of air transport when and where needed to ensure safety, security and the implementation of project interventions - Flexible implementation modalities, including localization of project activities, training and visits;
Government regulations can change rapidly	Medium	Medium	<ul style="list-style-type: none"> - Remain abreast of issues through membership in the NGO Forum and keep intensive contact with local and central government
Abusive Behaviour/Sexual Misconduct	Medium	High	<ul style="list-style-type: none"> - Zero tolerance policy with regard to abuse, whether it be fraud or sexual misconduct. - Introduction trajectory to understand and acquire the knowledge of culture and rules, protocols and regulations. - Appointed Confidential Councillors, to whom staff can report and share information about abusive behaviour - Prevention of and dealing with sexual harassment is part of (mandatory) safety and security training of staff - Annual gender audits to detect if working culture is not according to standards - Continuous efforts to evaluate the efficiency of standing procedures and protocols, also in the light of recent incidents.
Financial Fraud and Corruption	High	High	<ul style="list-style-type: none"> - Have clear and strict standards and protocols in place that are actively implemented
Dependence Syndrome - Participants expect everything for free, including Loans	High	Medium	<ul style="list-style-type: none"> - From the onset make it clear the financial aspects of the project are independent of the project and thus offered by a private entity with relevant experience and motivation beyond financial gains
Loss in Value of the RLF Capital	High	Medium	<ul style="list-style-type: none"> - Peg Loans to a 'Basket of Goods'. Give out short term loans.

Risk	Probability of Risk	Impact Level	Mitigation Strategies
Inappropriate Loan Products and Services	Low	High	- Consult with the product consumers during products' design. Conduct Action Research to adopt products to market realities
Unsustainability of the RLF - due to poor loan repayment	Medium	High	- Set interest rates commensurate with market realities. Finance profitable activities. Improve of efficiency of service delivery and thereon lower operating costs. Link customers to competitive markets in order to get the best possible price and therefore afford to pay the relevant interest rates - Appropriate training of modern commercial farming. Linkage to certified agro inputs. Holistic appraisal of borrowers. Setting penalties for deliberate poor performance. Market linkages to ensure farmers can dispose of their produce at a competitive price.
Mismanagement of Loan Funds by Member-based Entities	Medium	High	- Rigorous training of member-based entities so ensure the board is divorced from operations. Financial literacy training. Close monitoring of funds utilisation
Duplication of Project Activities by Other NGOs	Medium	Medium	- Liaise with relevant partners to ensure multiple service delivery to same beneficiaries is minimised

b) Conflict Sensitivity Analysis

The project has been in touch with Conflict Sensitivity Resource Facility (CSRF) in Juba to mainstream Conflict Sensitivity in our project. A CSRF Manager has conducted briefing to the Consortium partners in Oct 2018. We have performed conflict sensitivity analysis based on the key framework shared by CSRF:

a) Conflict dynamics of the counties we are serving

- The three targeted counties (Yambio, Torit and Bor) were assessed by Cordaid Security Officer, and overall speaking security is calm in these counties. The three common types of conflicts are:
 - i. **Conflicts between pastoralists and farmers** – this happen when pastoralists leading their cattle herd cross and damage fields planted by farmers, while in search of water/pasture
 - ii. **Cattle raiding** – this happen more in Torit and Bor, where various tribes have history of cattle raiding which led to loss of livestock, and at time human injuries or death
 - iii. **Conflicts between SPLA and other armed groups** - In general these locations are relatively calm and did not experience much conflicts of this kind. In the case of Yambio, there are more returnees going back to the areas previously affected by conflicts between SPLA and SPLA-IO.

b) Assessing any unintended (negative) impacts from our project

Among the three types of conflicts listed above, conflicts between pastoralists and farmers seem to be more relevant in the context of this project. SSADP II mostly focus on

farmers – enhancing their productivity and agribusiness. From FGDs with most farmer groups it was not expecting that many of them to expand their current farms to attain large-scale commercial farms in short future. In such case, the impact of increased size of farming to the overall balance of use of land/water between farmers and pastoralists is minimal.

- c) Plans to minimize any negative impacts due to our project

Though the expected likelihoods of conflicts between pastoralists and farmers contributed by our projects is not high, we shall discuss these issues with the target communities. One component of this project is to incorporate peace dialogue within CMDRR processes to promote peace for development. CMDRR committees will be formed and trained, so as to initiate peace dialogues among potentials groups (e.g. pastoralist and farmers). Such dialogues would help to address their concerns on the usage of land and water resources and provide a platform for creating peaceful resolutions.

15. Monitoring and Evaluation

Based on the baseline survey findings, gender analysis and frequent field visit by the project staffs, the result chain and Logframe with indicators are updated and enlisted as Annex 1 and Annex 2. For continuous follow up and tracking of the project progress a dashboard will be created as a monitoring tool. A MEAL Manager is now in place to oversee the M&E plan and track all indicators. The project will also conduct targets satisfaction survey on annual basis. It documents best practice and lessons learned and provide recommendations accordingly. In the middle and at the end of the project life cycle the project will facilitate a mid and final evaluation.

16. Recruitment and staffing

All consortiums partners recruited the required staff at national level. Recruitment of key Field level staff is done for Bor and Yambio, while for the recruitment for Torit is ongoing.

- The office setup required Cordaid to recruit one Field Coordinator (FC) and one Finance/Admin Officer (FAO) for each of the three locations (whereas the budget was planned for only one FC and two FAO. This setup is particularly required in the first years as there is a high demand of coordination and building up collaboration models at the field level.;
- SPARK proposed to recruit a finance officer and part-time program manager by reallocating budget within planned budget for human resources;
- Agriterra requested additional budget to support SSAPU field extension workers salary. Therefore, Cordaid proposed to cover 1.5 extension workers salary from 12 extension workers planned under Cordaid;

This above staff's revision is due to the fact to smooth the implementation and for effective coordination at field level at the initial phase. There will be a gradual scale down plan

starting from the third year of the project. Cordaid will submit the budget revision in Aug 2019 to reflect the changes, and where required, to discuss on the realignment of budget lines, including the potential needs for the contingency budget line.

17. Office setup – office, vehicles, furniture

As the lead Agency Cordaid finalized the procurement process of all furniture and equipment, stationaries, Land-cruisers and motorbikes for the field offices. The 3 Toyota Landcruiser and 12 Bajaje Motorbikes will be delivered to the field in mid to late March 2019.

Regarding field level office, we have liaised with UNDP to have our field offices located in the County Business Development Centers. This will help to integrate our services with various support on agribusiness, reduce rental cost, while maintaining the visibility of the Consortium through proper signage at the entrance and inside of the center.

18. Partnership

The project has developed a strong partnership with UNDP “Youth Employment and Empowerment” Project and established linkage with WFP “Feeder Road Construction Project” and their Aggregation Centres in their hubs. We also liaised with FAO on input supply system and on Fall Armyworm Control on Maize VC. With UNDP we are on process to establish one-stop service centres in each county where beneficiaries can get business service support, business related information and cooperative development services at the same place. In addition, we are working with WFP to strengthen the business relationship WFP has in Yambio and Torit counties, especially linking farmers to the aggregation centers of WFP, and prioritizing site selections that can benefit from the feeder roads constructed by WFP.

19. SSADP II Launch in Juba

The project launch event was conducted on 24 Jan 2019 at country level. It was officiated by the Hon. Onyoti Adigo Nyikwec, Minister of Agriculture and Food Security of South Sudan, the Hon. Paul Mayom Akec, Minister of Trade, Industry and EAC Affairs of South Sudan, Mr. David Aleu Deng, Deputy Registrar General of Relief and Rehabilitation Commission, and the H.E. Jeroen Kelderhuis, Deputy Ambassador of the Kingdom of Netherlands to South Sudan, in Juba, witnessed by distinguished guests from WFP, FAO, UNDP and partner agencies. This has promoted awareness among key stakeholders on the launch of the project and promoted dialogues on collaboration.

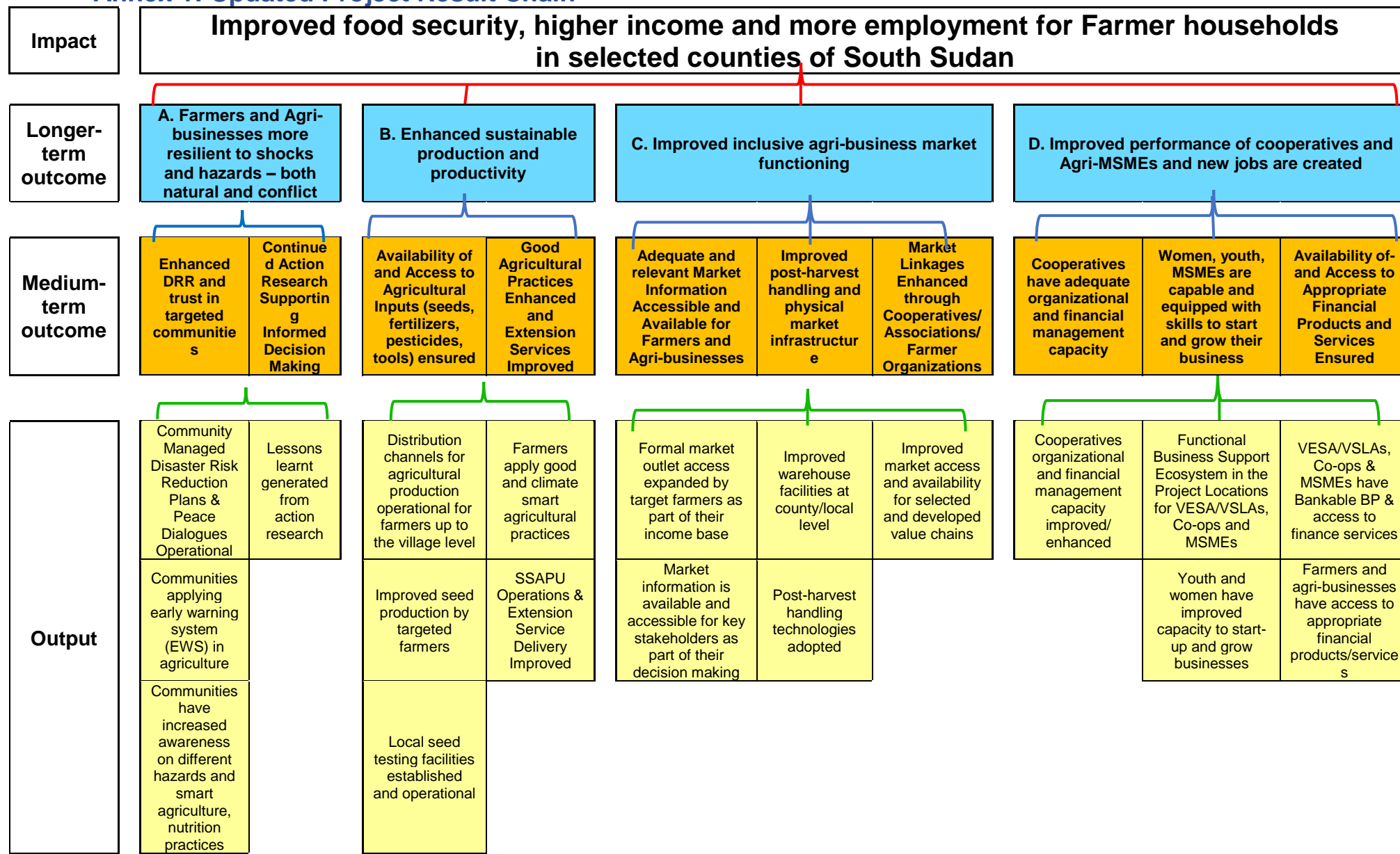
20. Sustainability of the project

Regarding the sustainability of the project, four types are identified that are expected to contribute to better and more peaceful livelihoods, not only for the target HHs but also for

their communities at large. Action Research will be used to strengthen the projects ability to adapt to local circumstances to ensure sustainability of the project. However, in case of prolonged armed conflict and insecurity, sustainability will always be affected, even with enhanced resilience.

1. **Financial sustainability**: The proposed project will enhance skills and knowledge, of both producer organizations, their members, the various market parties and other stakeholders. Together with an increased access and availability to goods and services more resources are expected to be channeled to scaling up income generating activities (IGA). The economic position of the target HHs will improve as a result from their augmented production and productivity. This in turn is highly likely to encourage them to further improve on their entrepreneurship and expansion/diversification of their IGA and thus income, thereby stimulating the (local) economy and opportunities for other community members as well. Regarding the sustainability of the Revolving Loan Fund, in the development of loan products, “inflation mitigating repayment terms” will be developed to protect the Fund against inflation.
2. **Institutional sustainability**: The inclusion by the project of the local governments and the support to groups with a common interest will reinforce the joint sense of ownership which is expected to ensure continuation or implementation of planned developments. The cooperatives and associations can only be successful with adequate institutional embedding and adherence to- and enforcement of rules and regulations e.g. towards market mechanisms. The same applies to the structured advice and support institutions required for rural producers for the continued optimization of their agricultural and homestead animal husbandry practices.
3. **Policy level sustainability**: The project will support the target organisations in lobbying and advocating for the development and enforcement of existing - and new policies, strategies, and rules and regulations that create a conducive environment for entrepreneurship. These structures and mechanisms are considered beneficial for all, as they contribute towards enhanced resilience, reduced conflict and improved livelihood which is to continue after the phasing out of the project.
4. **Environmental sustainability**: environmental sustainability is integral to the project design as environmental risks pose a key threat to HHs’ livelihood and disaster resilience. The project will promote climate smart and resilient agriculture to ensure that the agriculturalists are able to cope with climate adversities, and with environmentally sound practices such as integrated pest management, increased crop diversity, and promotion of resilient indigenous varieties being applied. The various groups and stakeholders will be encouraged to adopt best-practices that will foster natural resource management, and conflict resolution that will ensure sustained utilization of resources.

Annex 1: Updated Project Result Chain



Annex 2: Updated Project Logframe with quantified indicators

Outcome Level	Description	Indicator	Indicator Explanation/Calculation	Unit of measurement	Overall Target	Means of Verification	Responsible Organization
Impact	Improved food security, higher income and more employment for farmer households in selected counties of South Sudan	# of farmers reported increase in agricultural production and productivity of crops, fruits and vegetables per hectare by 30% (disaggregated by sex)	Compare number of farmers reported the production and productivity difference by 30% in weight of produce per hectare with baseline, breakdown from a) Crops b) vegetable, c) fruit	# of farmers	8000	midterm and end evaluation reports	All
		# of agribusinesses established and expanded to create job due to developed/ upgraded/ updated value chains (disaggregated by sex)	An agribusiness (MSME, Youth and Women entrepreneurs, Coops and VESA/VSLA) established across the developed or updated value chains from input supply to value addition functions including trading (marketing) function as an employment opportunity	# of agribusinesses	450	midterm and end evaluation reports	All
		# of farmers who have increased their income sources (disaggregated by sex)	Farmers increased their income sources by 30% due to increased production and productivity as well as created market and jobs	# of farmers	8000	midterm and end evaluation reports	All
Long-term Outcome A	Farmers and Agri-businesses more resilient to shocks and hazards – both natural and conflict	# of HHs better prepared and able to cope with shocks and hazards	HHs who prepared and demonstrate coping mechanisms at household level for shocks & hazards	# of HHs	8000	midterm and end evaluation reports	Cordaid
Medium-term Outcome A1	Enhanced DRR and trust in targeted communities	# of CMDRR Plan implemented by target Communities	Through the Participatory Disaster Risk Assessment, CMDRR Plan will be discussed and endorsed at communities. This capture the number of communities that put their prioritized DRR plan into actions. These communities are from targeted FFS.	# of CMDRR Plan	105	Quarter reports	Cordaid
Output A1.1	Community Managed Disaster Risk Reduction Plans & Peace Dialogues Operational	# of Peace and CMDRR dialogue conducted by committees with neighboring community	Trainers who received ToT in Peace dialogue & CMDRR facilitate the training for target payamas Peace and CMDRR committees; then trained Committees can conduct a dialogue with neighboring county or payamas community	# of dialogue	136	Minutes of meetings	Cordaid
Output A1.2	Communities applying early warning system (EWS) in agriculture	# of farmers/HHs applied early warning system (EWS) (disaggregated by sex)	Applying refers to regular receiving and dissemination of early warning messages, with discussions of their use in agriculture	# of farmers	8000	Sample Survey	Cordaid
Output A1.3	Communities have increased awareness on different hazards and smart agriculture, nutrition practices	# of farmers/HHs have increased awareness on different hazards, climate smart agriculture and nutrition practices (disaggregated by sex)	Communities that have high proportion of members who show understanding on different hazards, smart agriculture and nutrition practices Communities that have community action plan including early warning actions developed and disseminated	# of farmers	8000	Survey reports (FGD)	Cordaid
Medium-term Outcome A2	Continued Action Research Supporting Informed Decision Making	# of lessons learnt incorporated in Project Implementation through evidence-based action research	Lessons learnt per each long-term outcomes and recommendations adopted for fine-tuned action plan of the next year	# of lessons	4	Lessons learnt reports	Cordaid
Output A2.1	Lessons learnt generated from action research	# of lessons learnt and recommendations documented from action research	Lessons learnt and recommendations documented from action research & reflection session (4 per semi-annually)	# of lessons	8	Reports	Cordaid

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Outcome Level	Description	Indicator	Indicator Explanation/Calculation	Unit of measurement	Overall Target	Means of Verification	Responsible Organization
Long-term Outcome B	Enhanced sustainable production and productivity	Volume of yields per hectare cultivated increased in % by farmers (crops, vegetable & fruit)	Compare the production difference in weight of produce per hectare with baseline, breakdown by a) Crops b) vegetable, c) fruit	% change in yields	30%	Survey Report	Cordaid
		# of hectares cultivated increased in % by farmers (crops, vegetable & fruit)	Compare the cultivated hectare difference with baseline, breakdown by a) Crops b) vegetable, c) fruit	% change in hectare	50%	Survey Report	Cordaid
Medium-term Outcome B1	Availability of and Access to Agricultural Inputs (seeds, fertilizers, pesticides, tools) ensured	# of farmers accessed the available improved agricultural inputs (disaggregated by sex)	Number of farmers benefited access the available agricultural inputs by a) Crops b) vegetable, c) fruit	# of farmers	8000	Survey Report	Cordaid
Output B1.1	Distribution channels for agricultural production operational for farmers up to the village level	# of Distribution channels for agricultural production operational for farmers up to the village level	Distribution channel is from private input suppliers to the producers. Operational means when farmers have access to the available inputs.	# of channels	6	Reports	Cordaid
		Total value of inputs increased (seeds, HST, fertilizer and tools) supplied to the farmers by private input suppliers through different channels	The private input supplier will use different channels to supply different inputs for the farmers in payamas for eg, thorough cooperative, lead farmers, by opening own branch sales shop. Then, we can record the total value of main inputs (seeds, HST, fertilizer and tools) supplied by each channel from the main input supplier at county level	Percentage	30%	Survey and Record keeping of the input suppliers	Cordaid
		# of agro input dealers established (disaggregated by sex)	Agro input dealers are an agriculture input supplier who open a shop to supply the required inputs closer to the farmers	# of agro input dealers	9	Reports	Cordaid
Output B1.2	Improved seed production by targeted farmers	# of farmers who produce improved seed (disaggregated by Sex)	Improved means better quality seed varieties.	# of farmers	30	Survey Reports	Cordaid
		Volume of improved seeds produced by farmers in Kg	The total volume of improved seeds produced by farmers (Maize, sorghum and Groundnuts). Each farmer will produce in average minimum 200 kg improved seed	Kgs	6000	Survey Reports	Cordaid
Output B1.3	Local seed testing facilities established and operational	# of local seed testing facilities established and operationalization supported	Seed testing facilities will be one per county. This facility helps the County Agriculture Department to test and certify any types of seeds distributed for the farmers	# of Counties	3	Annual Reports	Cordaid
Medium-term Outcome B2	Good Agricultural Practices Enhanced and Extension Services Improved	# of trained farmers applying good and climate smart agricultural practices including nutrition education, gender and resilience (disaggregated by sex)	Good and climate smart agricultural practices are based on the needs identified during the FFS. 10.000 farmers, adoption rate 65% makes 6500 farmers trained	# of farmers	6500	Survey Reports	Cordaid
		# of farmers who joined cooperatives (disaggregated by sex)	Because of SSAPU extension services farmers show willingness to join existing Cooperatives or to form new cooperatives	# of farmers	4750	SSAPU quarterly field reports	Agriterra

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Outcome Level	Description	Indicator	Indicator Explanation/Calculation	Unit of measurement	Overall Target	Means of Verification	Responsible Organization
Output B2.1	Farmers apply good and climate smart agricultural practices	# of FEMA/FFS successfully completed the cycle	350 groups of farmers receive 2 training cycles as overall target (successful means that groups of farmers complete both training cycles). Each of the 350 groups provide 2 lead farmers to be trained on smart agricultural practices. 2 lead farmers from the 350 groups provide training to the total target population of 10000.	# of FEMA/FFS	350	training reports	Cordaid
Output B2.2	SSAPU Operations & Extension Service Delivery Improved	# of farmers benefited from SSAPU Extension services (disaggregated by sex)	Services include training, providing information, linking to other service providers, promoting high income crops and crop diversification in line with nutritional recommendations. We count the farmers receiving the services. The service of extension messages through radio shows are not counted here.	# of farmers	5000	SSAPU quarterly field reports	Agriterra
		# of primary cooperatives joined SSAPU	Because of SSAPU extension services primary cooperatives show willingness to join SSAPU	# of Coops	100	SSAPU quarter reports	Agriterra
Long-term Outcome C	Improved inclusive agri-business market functioning	# of farmers access the available improved formal markets outlets (disaggregated by sex)	Access to markets means the capacity of farmers to buy, to sell and to bargain in the improved formal market. Availability means the physical presence of an improved formal market outlets (which farmer/group/VESA/VSLA/Cooperative can access).	# of farmers	8000	Survey reports	Cordaid
Medium-term Outcome C1	Adequate and relevant Market Information Accessible and Available for Farmers and Agri-businesses	# of farmers using market information as part of their decision making (disaggregated by sex)	HHs who reports to have received market info from our channels, and applied in their decision making to expand their market outlets	# of farmers	8000	Survey reports	Cordaid
		# of Agribusinesses owners using market information as part of their decision making (disaggregated by sex)	Agribusiness who reports to have received market info from our channels, and applied in their decision making	# of agribusiness	750	Survey reports	Cordaid
Output C1.1	Formal market outlet access expanded by target farmers as part of their income base	# of farmers access formal and expanded vegetables, legumes, fruits and other crops market outlets (disaggregated by sex)	Number of farmers with improved access to markets. Improved means that more farmers are able to access formal markets	# of farmers	8000	Survey Reports	Cordaid
Output C1.2	Market information is available and accessible for key stakeholders as part of their decision making	# of market and cropping calendars finished and linked to app/market data base	Market calendar shows which inputs and which products are in the market before and after harvest; one per county for each major value chain Cropping calendar refers to the crop cycle from land preparation to post harvest handling; one per county; for each major value chain Linked to app means it is accessible to all members.	# of Calendar	24	Market Calendars	Cordaid
		# of market messages and cropping Calendars shared by extension workers	a) The hub or the spokes will work with local radio to broadcast messages b) Message can also be spread by extension workers and through local radio to farmers, FFS, cooperatives, VSLAs and MSMEs members	# of message	24	Extension workers report	Cordaid and SPARK
		# of market messages and cropping Calendars broadcasted through local radio	All value chain actors submit info to a database every 2 weeks and the info is shared between all members within the database	# of message	24	Written messages sent to radio station	Cordaid and SPARK

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Outcome Level	Description	Indicator	Indicator Explanation/Calculation	Unit of measurement	Overall Target	Means of Verification	Responsible Organization
Medium-term Outcome C2	Improved post-harvest handling and physical market infrastructure	# of farmers that make use of the available post-harvest facilities (disaggregated by sex)	Post-harvest facilities include storage bags and warehouses	# of farmers	8000	Survey Reports	Cordaid
Output C2.1	Improved warehouse facilities at county/local level	# of warehouses being functional (main and local)	Functional warehouse (main/ local) refers a storage facility is possibly utilized by different farmer groups / VSLAs / Cooperatives. Main warehouse refers to a larger storage facility possibly utilized by different farmer groups / VSLAs / Cooperatives. Local Warehouses refer to storage capacities for individual farmers (e.g. cribs / granaries / stores / silos etc.).	# of warehouses	3 (18)	Physical presence of the warehouses and report	Cordaid
Output C2.2	Post-harvest handling technologies adopted	# of farmers adopted at least one type of the made available Hermetic Storage Tech (HST) such as PICS-bags, green pro, zero fly (disaggregated by sex)	Measure those HHs who start adopting Hermetic Storage Tech (e.g. PICS-bags, grain pro, zero fly) used for grain storage with 50kg and 100kg capacity.	# of farmers	6500	Survey Reports	Cordaid
Medium-term Outcome C3	Market Linkages Enhanced through Cooperatives/ Associations/ Farmer Organizations	# of Value Chains developed/ upgraded/ updated	Value chain means counting the marketing channels linked in the value chain (crops and vegetables) Developed means strengthen the value chain actor's linkage in a win-win relation and make functional. Upgraded means new channel created from existing value chain Updated means it was not identified/ linked/ aware of, but now it is.	# of Value chain	7	value chain assessment report	Cordaid & Agriterra
		# of farmers adding value to their commodities (disaggregated by sex)	Adding value on a commodity means reducing costs of inputs, reducing transaction costs, improving quality of inputs used or bulking, packing, sorting, or present in different form and selling for higher prices compared with non-supported individually selling farmers	# of farmers	5000	midterm and end evaluation reports	Cordaid & Agriterra
Output C3.1	Improved market access and availability for selected and developed value chains	# of farmer who have access to services provided by ALOs/ extension workers (disaggregated by sex)	Agribusiness Liaison Officers (ALO) will be present in the Business Support Centre in each of the Programme's locations. Their function is to act as outreach mechanisms or platform to start and accelerate agri-businesses, and as a place to meet relevant market players, find necessary information	# of farmers	10000	BSC (ALO) Reports	Cordaid & SPARK
		# of Value Chains actors linked with each other (disaggregated by sex).	Linked means: number of actors linked within a value chain. This includes all actors from input supply to consumption (also including traders). We want to show the type of actor (farmer/wholesaler /consumer) in the chain and how many people in each actor. Count the links and actors!	# of actors	60	Survey reports	Cordaid
Long-term Outcome D	Improved performance of cooperatives and Agri-MSMEs and new jobs are created	# of Cooperative and Agri-MSMEs owners having improved income performance	Comparing income of Cooperative and Agri-MSMEs between first year of establishment and final year. Performance is measured by turn over and benefits of the members	# of Cooperative and Agri-MSMEs	120	midterm and end evaluation reports	Agriterra and SPARK

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Outcome Level	Description	Indicator	Indicator Explanation/Calculation	Unit of measurement	Overall Target	Means of Verification	Responsible Organization
		# of jobs created in agribusiness across the value chain (disaggregated by sex)	A new job created due to developed value chain (30 per county)	# of Jobs	90	midterm and end evaluation reports	All
Medium-term Outcome D1	Cooperatives have adequate organizational and financial management capacity	# of cooperatives which have improved performance on organizational and financial management	Cooperative assessments are done at the starting point of advisory support and after 2 years of training and follow-up again. Cooperative assessment is an Agriterra tool.	# of Coops	135	FHC Report of Agriterra tool per Cooperative	Agriterra
Output D1.1	Cooperatives organizational and financial management capacity improved/enhanced	# of cooperatives which have improved FHC scores	Financial health Check = FHC according to Agriterra tool.	# of Coops	135	Financial statement Balance Sheets	Agriterra
		# of cooperatives with positive cost-benefit analysis	The financial statement & balance sheet of the Cooperatives will provide the input for the cost benefit analysis.	# of Coops	135	Financial statement Balance Sheets	Agriterra
Medium-term Outcome D2	Women, youth, MSMEs are capable and equipped with skills to start and grow their business	# of Business grow after one year	A business in relation to value chain and agribusiness. It could be an input supply, trading, processing, exporting and other function because of the value chain or agribusiness	# of business	500	midterm and end evaluation reports; annual reports	Cordaid and SPARK
Output D2.1	Functional Business Support Ecosystem in the Project Locations for VESA/VSLAs, Co-ops and MSMEs	# of Functional Business Support Ecosystem established in the three Project Locations	An Operational BSC where farmers, cooperatives, MSMEs, VSLAs and agribusiness access information	# of Counties	3	Buildings/ Center and report	SPARK
		# of RBDS Developed for VSLAs and MSMEs contextualized per value chain per programme location for (ii) literates	RBDS (Training & Coaching) – Resilience Business Development Services which are training materials that relate to trainings and different support tools that are developed to support the particular value chains, such as quality improvements, collective marketing for a particular value chain, processing, challenges related to the making of the product, etc.	# of RBDS Developed	1	training material / information notes	Cordaid
		# of VSLAs, Co-ops and MSMEs operators Entrepreneurial and Business Knowledge increased (disaggregated by sex)	Entrepreneurship & Business Skills (BDS Basic - Training & Coaching): Modules which focus on business Skills modules such as Entrepreneurial thinking, marketing, human resources, record keeping, profit-loss statements, break-even Analysis and cash-flows. two representatives from each category. Measuring the level of Entrepreneurship & Business Skills (BDS Basic - Training & Coaching) at baseline and end line	# of trainees	1450	Reports	Agriterra, Cordaid and SPARK
Output D2.2	Youth and women have improved capacity to start-up and grow businesses	# of youth and/or women-led businesses have started new businesses (disaggregated by sex)	Starting new business means a business opened because of the developed value chain and agribusiness	# of agribusiness	200	Reports	SPARK
		# of youth and/or women-led businesses have grown/expand their businesses (disaggregated by sex)	Grown business means expand a business because of the developed value chain and agribusiness	# of agribusiness	50	Reports	SPARK

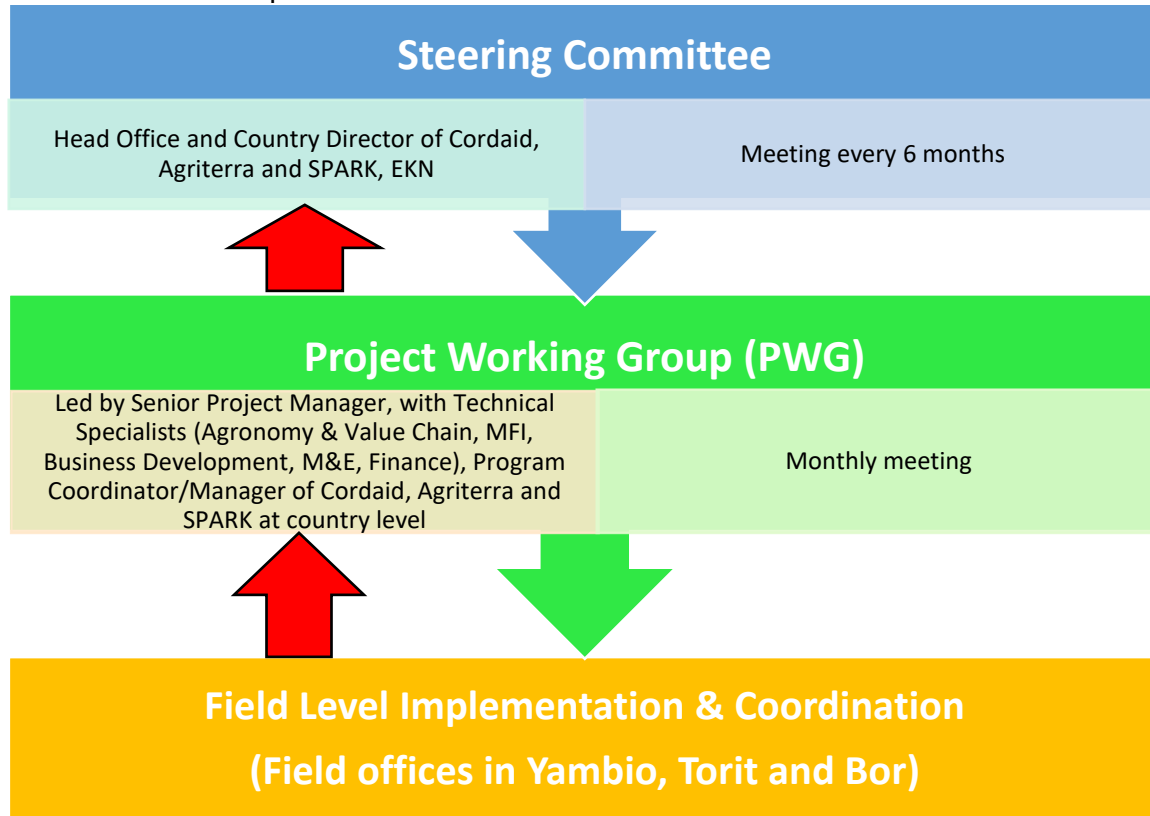
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Outcome Level	Description	Indicator	Indicator Explanation/Calculation	Unit of measurement	Overall Target	Means of Verification	Responsible Organization
		# of youth and/or women-led businesses demonstrated sustainable performance (disaggregated by sex)	Sustainable performance means that the startup is still functional after one-year time.	# of agribusiness	250	Simple profit and loss statement	SPARK
Medium-term Outcome D3	Availability of- and Access to Appropriate Financial Products and Services Ensured	# of farmers, VESA/VSLAs, Coops and MSME's that have access to and received an appropriate loan products and financial services	The VESA/VSLAs, coops and MSMEs linked with RUFi and other finance service providers who applied for A2F and received an appropriate loan product and financial services we can also report the value of loan provided by RUFi and other finance service providers	# of VSLAs, Coops and MSME's	3895	Database of Revolving Loan Fund (RLF)	RUFi
Output D3.1	VESA/VSLAs, Co-ops & MSMEs have Bankable BP & access to finance services	# of VSLAs which increased their group savings	Group savings should be increased by the 3 rd month of existence (as a finance round is 9 months after which they system starts again)	# of VSLAs	120	VSLA MIS Report	Cordaid
		# of appropriate financial products developed for different type of crops and agri-businesses	Appropriate financial products include loans specified for the different value chains (Each crop/loan purpose or type of borrower will have a separate loan product: vegetables, poultry, grains, VSLA's (for on lending), SMEs, ...) developed by RUFi and other finance service providers	# of loan products	6	Loan Product Report from RUFi	Cordaid and RUFi
		# of VSLAs, Coops and MSME's prepared bankable business plan	Number of bankable business plan developed by VSLAs, Coops and MSMEs to apply for RUFi and other finance service providers to access finance	# of bankable business plan developed	4495	Reports	All
Output D3.2	Farmers and agri-businesses have access to appropriate financial products/services	# of farmers have access to and received an appropriate loan products and financial services (disaggregated by sex)	Appropriate financial products include loans specified for the different value chains (Each crop/loan purpose or type of borrower will have a separate loan product: vegetables, poultry, grains, VSLA's (for on lending), SMEs, ...) Each loan is counted as 1. "farmers" are subsistence farmers that sell surpluses to the market. Loans might be given through VSLAs.	# of farmers	3000	Database of Revolving Loan Fund (RLF)	Cordaid and RUFi
		# of agri-businesses owners have access to and received an appropriate loan products and financial services	Appropriate financial products include loans specified for the different value chains (Each crop/loan purpose or type of borrower will have a separate loan product: vegetables, poultry, grains, VSLA's, Coops, MSMEs and Youth and women (for on lending), SMEs, ...)	# of agribusiness	895	Database of Revolving Loan Fund (RLF)	Cordaid and RUFi
		# of target farmers and agri-business representative's financial literacy enhanced (disaggregated by sex)	Financial literacy includes being able to manage the income and expense	# of farmers	5000	Training reports and attendance sheet	Cordaid and RUFi

Annex 3: Detail Implementation Plan:

Annex 4: Project Governance and Coordination Structure

The project has project steering committee, project working group and project technical group and the structure depicted below.



Agriterra	Cordaid	Spark	Field Coordination Mechanism
	Field Coordinator (Coordination)		<ul style="list-style-type: none"> Monthly field coordination meeting (updating progress and planning for next month) Monthly report to PWG
Business Advisor	Project Officer & Finance Officer	Business Support Officer	
Extension workers of SSAPU	2-3 Extension workers	BDAs of the Hub	
	One local NGO partner per location		