



Kingdom of the Netherlands



spark • ignites ambition



# Food Security Through Agribusiness in South Sudan (FSABSS)



## Annual Report January 1 to December 31, 2020

Food Security Through Agribusiness in South Sudan (FSABSS) is a five-year project funded by the Embassy of the Kingdom of the Netherlands in Juba to improve food security, increase income and create job for 10000 Farmer Households in Bor, Yambio and Torit. The Project is implemented by a Consortium Organizations including CORDAID, SPARK and AGRITERRA

### CORDAID South Sudan



Kingdom of the Netherlands



spark • ignites ambition

# Table of Content

TABLE OF CONTENT .....	I
LIST OF TABLES AND FIGURES .....	III
ABBREVIATION .....	IV
PROJECT DATA:.....	1
<b>1. INTRODUCTION .....</b>	<b>1</b>
<b>2. PROGRESS .....</b>	<b>3</b>
<b>2.1. LONG-TERM OUTCOME RESULT A: FARMERS AND AGRIBUSINESSES MORE RESILIENT TO SHOCKS AND HAZARDS – BOTH NATURAL AND CONFLICT .....</b>	<b>3</b>
2.1.1 <i>Mid-term Outcome Result A1. Enhanced DRR and trust in targeted communities .....</i>	3
2.2.2 <i>Mid-term Outcome Result A2: Continued Action Research Supporting Informed Decision Making</i>	4
<b>2.2. LONG-TERM OUTCOME RESULT B: ENHANCED SUSTAINABLE PRODUCTION AND PRODUCTIVITY ..</b>	<b>5</b>
2.2.1. <i>Mid-term Outcome Result B1. Availability of and Access to Agricultural Inputs (seeds, fertilizers, pesticides, tools) ensured.....</i>	6
2.2.2 <i>Mid-term Outcome Result B2: Good Agricultural Practices Enhanced and Extension Services Improved.....</i>	6
<b>2.3. LONG-TERM OUTCOME RESULT C: IMPROVED INCLUSIVE AGRIBUSINESS MARKET FUNCTIONING</b>	<b>9</b>
2.3.1 <i>Mid-term Outcome Result C1. Adequate and relevant Market Information Accessible and Available for Farmers and Agri-businesses.....</i>	9
2.3.2 <i>Mid-term Outcome Result C2: Improved post-harvest handling and physical market infrastructure</i>	9
2.3.3 <i>Mid-term Outcome Result C3: Market Linkages Enhanced through Cooperatives/ Associations/ Farmer Organizations .....</i>	10
<b>2.4. LONG-TERM OUTCOME RESULT D: IMPROVED PERFORMANCE OF COOPERATIVES AND AGRIBUSINESSES AND NEW JOBS ARE CREATED.....</b>	<b>11</b>
2.4.1 <i>Mid-term Outcome Result D1. Cooperatives have adequate organizational and financial management capacity.....</i>	11
2.4.2 <i>Mid-term Outcome Result D2: Women, youth, MSMEs are capable and equipped with skills to start and grow their business.....</i>	12
2.4.3 <i>Mid-term Outcome Result D3: Availability of- and Access to Appropriate Financial Products and Services Ensured.....</i>	14
<b>3. ANALYSIS.....</b>	<b>16</b>
<b>4. STRATEGIC CHANGES.....</b>	<b>18</b>
<b>5. SUSTAINABILITY .....</b>	<b>18</b>
<b>6. LESSONS LEARNED.....</b>	<b>18</b>
<b>7. COMMUNICATIONS AND CREATING LINKAGES .....</b>	<b>19</b>
<b>8. PLAN FOR THE COMING YEAR.....</b>	<b>19</b>
8.1 <i>Major Activities Planned in the Comping Year .....</i>	19
8.2 <i>Deviations from Existing plan .....</i>	20
8.3 <i>Proposed adjustments to the plan.....</i>	20
8.4 <i>Consequences of change on project strategy.....</i>	21
8.5 <i>Budget deviations.....</i>	21
<b>9. ANNEXES:.....</b>	<b>I</b>

9.1	<i>Result Data and Facts in 2020</i> .....	<i>i</i>
9.2	<i>Result Data and Tabular Report for current period</i> .....	<i>ii</i>
	I. Result Data (Outcome and Output Indicators Report as of Dec 2020) .....	ii
	II. 2020 FSABSS Activity Report .....	vii
9.3	<i>Financial Report (January 1<sup>st</sup>, 2020 to December 31<sup>st</sup>, 2020)</i> .....	<i>xv</i>
9.4	<i>Project Coordination and Human Resource</i> .....	<i>xvi</i>
	I. Project Coordination.....	xvi
	II. Human Resources .....	xvii
9.5	<i>Human Interest Story</i> .....	<i>xviii</i>
	1. Agro-Processing for Better Income and Job Creation.....	xviii
	2. From Refugee to Commercial Farming .....	xix
	3. Vegetable Production Entrprise for Better Life .....	xx



## List of Tables and Figures

Table 1: Summary of 2019 and 2020 Project Performance .....	2
Table 2: Total Number of Farmers Reached in 2020 per Group .....	i
Table 3: Number of Farmers Reached by CMDRR Activity.....	i
Table 4: Summary of PDRA/CLAP.....	i
Table 5: Conflict Risk Analysis and Conflict Risk Reduction Analysis in Torit .....	i
Table 6: Soft skill training Participants on GAP, PHH, VADD and Mkt.....	i
Table 7: Local Seed Support Per Value Chain.....	i
Table 8: Women Backyard Vegetable Producers and Marketing Group.....	i
Table 9: Radio talk show, MOExt Field Day Event and PHH Support .....	ii
Table 10: 2020 Targets Average Crop Yield Per Feddan Per County .....	ii
Table 11: Number of Farmers reported Increase in Yield Per VC .....	ii
Table 12: 2019 Targets Average Crop Yield Per Feddan By County.....	iii
Table 13: Type of Training Provided for Cooperatives .....	iii
Table 14: Private Sector Engagement Summary .....	iv
Table 15: Trained BDA and YWE, including Coached YWE.....	iv
Table 16: Scouted, Validated, Trained and Coached MSMEs.....	v
Table 17: Supported VEMSA Performance.....	v
Table 18: Access to Finance .....	v
Table 19: Summary of Jobs Created due to the Project. ....	i
Table 20: Financial Report Summary Per Budget Heading per Consortium in EURO .....	xv
Figure 1: Total Farmers Reached Under FEMA by Sex Per County.....	i
Figure 2: 2019 Targets Average Crop Yield Per Feddan By Sex .....	ii
Figure 3: Income Change Trend per County .....	iii
Figure 4: Number of Cooperatives Supported .....	iii



## Abbreviation

AR	Action Research
A2F	Access to Finance
A2I	Access to Input
A2M	Access to Market
A2T	Access to Technology
B2B	Business-to-business
BDAs	Business Development Advisers
BPC	Business Plan Competition
BSC	Business Support Centre
BSO	Business Support Officer
BST	Business Skills Training
C-BED	Community Based Enterprise Development
CLAP	Community Led Action Plan
CMDRR	Community Managed Disaster Risk Reduction
COOPs	Cooperatives
CRA	Conflict Risk Analysis
CRR	Conflict Risk Reduction
DRR	Disaster Risk Reduction
EKN	Embassy of the Kingdom of the Netherlands (EKN)
FEMA	Farmer Economic and Marketing Association
FFs	Field Facilitators
F2FE	Farmer-to-Farmer Extension
FSABSS	Food Security through Agribusiness in South Sudan
HH	Household
GAIS	Global Agriculture Innovation Solution
GoSS	Government of South Sudan
M4P	Making Market Work for Poor
MEL	Monitoring, Evaluation and Learning
MOExt	Market-Oriented Extension
MPC	Multi-Purpose Cooperatives
MSME	Micro, Small and Medium Enterprises – Existing Business
MSP	Multi-stakeholder Platform
NGOs	Non-Government Organization
PDRA	Participatory Disaster Risks Assessment
PfR	Partnership for Resilience
PfRR	Partnership for Resilience and Recovery
PVCA	Participatory Village Community Analysis
RBDS	Resilient Business Development Services
RLF	Revolving Loan Fund
RUFI	Rural Finance Initiative
SSAPU	South Sudan Agriculture Producers Union
SSP	South Sudan Pound

SSRA	Seed Security Resilience Assessment
STO	Star Trust Organization
TiT	Trainers in Training
ToT	Training on Training
UN	United Nation
VCA	Value Chain Assessment
VEMSA	Village Economic and Marketing Association
YWAE	Youth and Women Agribusiness Entrepreneurship
YWE	Youth & Women Enterprise – Start up Business





## Project data:

Project Location/S	Bor, Yambio and Torit
Project Name/Acronym	Food Security Through Agribusiness in South Sudan (FSABSS)
Project Number (Code)	JBA- 4000001744
Implementing Organisation(S)	CORDAID, SPARK and AGRITERRA
Project Period	August 2018 to July 2023
Total Project Budget (€)	9,928,924
- EKN Contribution (€ & %)	100%
- Contribution from Requesting Organisation (€ & %)	0%
- Other Funding to The Project (€ & %)	0%
Period of Current Narrative Report	January 2020 to December 2020
Current Financial Reporting Period	January 2020 to December 2020
Total Budget Planned Current Reporting Period (€)	2,539,623
Total Utilized Budget for Current Reporting Period (€)	1,809,925
Burn Rate for Current Reporting Period (%)	71%
Previous Report(S) Submitted	Yes, three reports were submitted – - Inception Phase (Aug 2018 - Jan 2019) - Interim Report (Feb 2019 - July 2019) - Annual Report (Feb 2019 - Dec 2019)

### 1. Introduction

The Food Security Through Agribusiness Development in South Sudan (FSABSS) is a five-year project that runs from late 2018 to July 2023 with a fund, 10 Million Euros, secured from the Embassy of the Kingdom of the Netherlands (EKN) in South Sudan. The project is implemented by a consortium of three international NGOs including Cordaid (lead agency), SPARK and Agriterra, with three local partners including Rural Finance Initiatives (RUFi) for Access to Finance (A2F), South Sudan Agriculture Producers Union (SSAPU) for Cooperative Development and Premium Agro Consult PLC for Business Development Service.

The overall goal of the project is to improve food security, increase income and create job for agribusinesses based on Making Markets Work for the Poor (M4P) approach in Yambio, Torit and Bor. Moreover, the project strives to increase farmers' and agribusiness' (MSMEs, Cooperative, VEMSA) access to organization, technology, markets, and finance. The project has four interlinked outcome results which contribute to achieve the intended goal through ten outcomes and nineteen outputs.

During this reporting period, the project reached 3,594 farmers (49% female) under four priority value chains (Maize, Sorghum, Groundnuts and Cassava), who are organized into 90 Farmers Economy and Market Association (FEMA) comprises of 2756 members (50% female) and under 24 new Cooperatives comprises of 838 members (49% female). Harvesting data collected from 1689 (48% females) farmers (799 maize, 464 sorghum and 1140 ground nuts) revealed that the yield per feddan increase by 54% on maize; 69% on sorghum and 25% on groundnuts compared with average baseline value. To identify common Disaster Risks and to prepare a community led action plan, the project established and strengthened 22 Community Managed Disaster Risk Reduction (CMDRR) committees and facilitated 22 Participatory Disaster Risk Analysis (PDRA) at Boma<sup>1</sup> Level. To coach and mentor start-ups and existing agribusiness on Business Plan Preparation and Business Skill, 24 (13% female) Business Development



<sup>1</sup> The lowest government administration structure



Advisors (BDAs) were selected and trained. As a result, 107 (30% female) Youth and Women Entrepreneurs (YWE) were identified and trained; and 60 (38% female) Micro-Small and Medium Enterprises (MSMEs) were scouted and trained on BST and supported to develop bankable business plans to access loans from RUFU. Together with RUFU which is managing the Revolving Loan Fund (RLF) for agriculture production, value addition and hire lease was developed. Subsequently; 17 Cooperatives, 3 FEMA, 2 Progressive Farmers, 2 MSME and 7 YWE accessed loan of total amount 19.555.000 SSP (115.000 USD). Six Private sectors were supported to enhance and strengthen the backward and forward linkages. A training on Community Based Enterprise Development (C-BED) facilitated for 36 Coop and 25 VEMSA representatives, comprises of 281 trainees (40% female), as part of Resilience Business Development Service (RBDS) to enhance their agribusiness skill and to develop their business plan for Technology Fund on Value Addition and Start-up Seed Money Grant.

According to our 2020 End year LTO Indicators Survey, 36% farmers reported an increase in their income compared with 2019 after the project support. Meanwhile, there was an approx. 100% inflation rate in the same period, which is out of the project control, has also reduced their purchasing power at the same time. In addition, the project created jobs for 50 youths in different agribusiness activities, established the online market price trend analysis of the three counties, and shared early warning messages to coach farmers. The summary of the project performance by end of 2020 depicted in the below table.

Table 1: Summary of 2019 and 2020 Project Performance

Nr	Target type	Project End Year Target	2019 Result	2020 Result	Cumulative total as of Dec 31, 2020	%age of the Project End Target	Remark
1	Payam	17	13	2	15	88%	Bor (5), Torit (6), Yambio (4)
2	Individual Farmers	10000	4422 (2309 Females)	3594 (1776 Females)	8016 (4085 Females)	80%	5775 (50% female) from 190 FEMA, 2086 (53% female) from 63 Coops and 155 (55% female) from 5 VEMSA
3	CMDRR	60	30	22	52	87%	Bor (21), Torit (17) and Yambio (14) comprise of 551 members (33% female)
4	PDRA	60	30	22	52	87%	Bor (21), Torit (17) and Yambio (14)
5	CMDRR Activities outreach		2593 (1373 female)	2511 (1275 female)	5104 (2648 female)	64%	Bor (1218, 668 female), Torit (1886, 978 female), Yambio (2000, 1002 female)
6	Farmer Economic and Market Association (FEMA)	350	100	90	190	54%	190 FEMA - Bor (60), Torit (65) and Yambio (65) - 5775 (50% female) 136 Demo sites Bor (44), Torit (42) and Yambio (50)
7	Cooperatives (coops)	230	78	45	123	53%	Bor (21), Torit (46) and Yambio (56) comprise of 3886 members (53% female)
8	Village Economy, Market and Social Association (VEMSA)	120	25	35	60	50%	Bor (20), Torit (20) and Yambio (20) comprise of 1683 members (61% female), mobilized saving 5226 USD and Contributed Social Fund 335 USD
9	Private Sector Engagement			6	6	100%	Agro-input supply (Bakiki in Yambio and WAP in Bor), Poultry Feed Processing (Amoria and Pionner), Honey and Gnuts Processing (Hagana) and Sorghum and Gnuts Processing (Family Mirror)
10	C-BED				281 (111 Females)		Representatives from 36 Cooperatives and 24 VEMSA
11	Business Development Advisors (BDA)	65	28 (3 Females)	24 (3 Females)	52 (6 Females)	80%	Bor (19), Torit (12), Yambio (15) and Juba (6)
12	Micro-Small and Medium Enterprises (MSMEs)	750	75 trained (16 Females)	60 trained (23 Females)	135 (39 Females)	18%	Bor (14), Torit (41) and Yambio (80) trained
13	Youth & Women Enter.	1000	88 trained (44 Females)	107 trained (32 Females)	195 (76 Females)	20%	Bor (53), Torit (48), Yambio (65), and Juba (29) trained
14	Access to Finance	3000 Individuals 895 Agribusinesses	267 (103 Females) 8 Agribusinesses 15735 USD Loan	667 (337 Females) 31 Agribusinesses 115000 USD Loan	945 (443 female) 39 Agribusinesses 130735 USD Loan	32% 5%	23 coops, 3 FEMA, 3 individual farmer, 2 MSME and 8 YWE

## 2. Progress

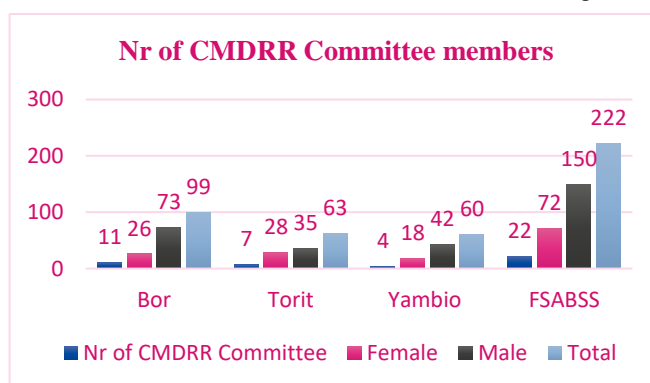
### 2.1. Long-term Outcome Result A: Farmers and Agri-businesses more resilient to shocks and hazards – both natural and conflict

To enhance farmers and agribusiness capacity to be more resilient to shocks and hazards - both natural and conflict hazards - the project established, strengthened, and trained 22 CMDRR committees and conducted 22 PDRA. Through CMDRR committee members the project reached 2511 farmers among the FEMA and coop members we supported in 2020 on awareness raising on CMDRR, Conflict Risk Analysis, Peace Dialogue, Conflict Resolution, as well as COVID-19 Pandemic Prevention and Control. It facilitated the development of Community Led Action Plan (CLAP) for commonly identified disasters and risks from the PDRA. Partnership with concerned Meteorology Department of GoSS and UN was enhanced. In 2020, in lieu of conducting the Action Research (AR) due to Covid-19 restriction, the Project conducted the Annual Long-term and Medium-term Outcome Indicator Study, supported by an external consultant, to review the outcomes and performance.

#### 2.1.1 Mid-term Outcome Result A1. Enhanced DRR and trust in targeted communities

Output A1.1	Farmers and Agri-businesses more resilient to shocks and hazards – both natural and conflict
Output A1.2	Enhanced DRR and trust in targeted communities
Output A1.3	Community Managed Disaster Risk Reduction Plans & Peace Dialogues Operational

In this reporting period the project organized a refresher training for project and local partner staffs on the CMDRR process, including CMDRR committee's formation, PDRA facilitation skill and Conflict Risk Analysis (CRA) and Conflict Risk Reduction (CRR)<sup>2</sup>. 22 CMDRR<sup>3</sup> committees comprise of 222 members (32% female) were then established and strengthened. The committees were trained and acquainted to lead and facilitate the PDRA with the community aimed to identify common disaster and risks, to raise community awareness on DRR and to develop CLAP with coping and mitigation measures. During the PDRA process the community identified risks like child abduction, cattle raiding, flood, drought, land conflict, crop and livestock diseases, fire outbreak, land degradation, Fall Army Worm, Desert Locust and COVID-19 Pandemic (Please see Annex 9.1 Table 4). 70% of the farmers (51% female) reached in 2020 were part of the communities benefited from the CMDRR approach (Please see Annex 9.1 Table 3). To enhance the knowledge of the committee members and government stakeholders for enhancing community capacity in coping DRR, the project organized different capacity building trainings and assessments:



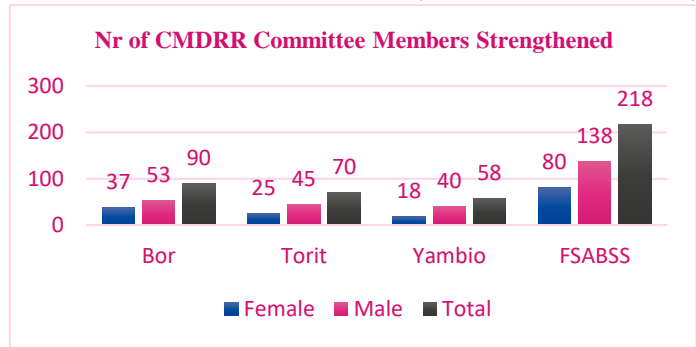
- (i) **Training on Peace Dialogue and Conflict Resolution in Bor** – the training was organized together with County Relief and Rehabilitation Commission (RRC) for CMDRR Committee representatives, Local Chiefs, Payam Leaders, Women and Youth Representatives comprises of 80 (26 females) participants. Cattle raiding, child abduction, land disputes and competition over grazing lands and water sources were identified as key driving forces for conflict within the community. At the end participants prepared Community-Led Peace Dialogue and Conflict Resolution Action plan and shared experience on how they would reduce tensions and conflicts within their communities.
- (ii) **Training on COVID-19 Prevention and Control in Bor, Yambio and Torit** – together with UNICEF and State Ministry of Health the project organized one-day trainings on COVID-19 Pandemic prevention and control for 188 (61 females) CMDRR committee members aiming at enhancing their knowledge on the Pandemic. The committees raised community awareness in their respective Bomas during market days and religious programs, and hence, the community members have taken more of the preventive measures.

<sup>2</sup> The CRA CRR tools training facilitated by CORDAID Global Office Virtually for two days with practical field exercise.

<sup>3</sup> One CMDRR committee per Boma which has chairperson, secretary, treasurer, communication, and community mobilizer.

(iii) **Community Awareness on DRR and CLAP** – during market days, community gatherings and religious worships the committees raised community awareness on DRR and the CLAP they developed. This was supplemented by Live Radio Talk Shows through local FM radio Stations, which was facilitated by CMDRR Committees and experts from the project and line departments. The key risk awareness broadcasted include - fire outbreak in Yambio; child abduction in Torit; flood control (dike maintenance) in Bor and COVID-19 Pandemic Prevention and Control across the three counties. The community started the execution of CLAP agreed in the PDRA process.

(iv) **CMDRR Committees Strengthening** – the project organized one-day capacity building and awareness rising sessions for 218 CMDRR Committee (37% females) members in three counties. The objective of the event was to acquaint them on major DRR (deforestation, land grabbing and water logging in Torit, flood in Bor, and Fire Outbreak and lack of drinking water in Yambio) to enhance their community mobilization skill and to start CLAP implementation (afforestation and customary law emplacement in Torit, dike maintenance in Bor, and Fire line making and digging bore hole in Yambio).



(v) **Conflict Risk Analysis (CRA) and Conflict Risk Reduction (CRR)** – CORDAID Global Office Facilitated two days online training for the project team on CRA CRR Toolkit. Then, the project team (in Bor and Torit) together with CMDRR committees, Local Administrators and Community Representatives conducted detailed CRA which profiled key conflicts, identify causes, identify actors and the conflict dynamics. Following the CRA the team guide participants to develop CLAP for CRR (Please see Annex 9.1 Table 5).

On supporting early warning development, meetings were conducted with the Early Warning Department of the Ministry of Humanitarian Affairs and Disaster Management, Meteorological Department and UN-FAO on the needs of farmers in receiving early warning messages that can help their planning for crops production. Currently the capacity of the South Sudan Meteorological Department (SSMD) still remains limited in analysing forecast for South Sudan, and they rely on regional support from Nairobi which causes delay although the Department started to release the seasonal forecast on rainfall pattern for South Sudan Since August 2019. In this reporting period Cordaid built the capacity of line department on early warning to enhance the national weather forecast capacity. Seasonal forecast messages were disseminated to the farmers for better planning. In addition, the project developed cropping and marketing calendar of each county and distributed to all farmers we support.



In 2021, the project will install the 3 Automatic Weather Stations in Bor, Yambio and Torit and strengthen the CMDRR committee and community to implement the CLAP developed during PDRA mainly on: borehole digging in Yambio, afforestation in Torit and dyke maintenance in Bor. Furthermore, the CMDRR committees will be strengthened to raise community awareness on DRR, CRR, Peace Dialogue, Fire outbreak, Fall Army Worm and Desert Locust including COVID-19 Pandemic prevention and control. This will be supplemented with Live Radio Talkshows.

## 2.2.2 Mid-term Outcome Result A2: Continued Action Research Supporting Informed Decision Making

Output A2.1	Lessons learnt generated from action research
-------------	---

The Action Research (AR) planned for this year changed into a medium- and long-term outcomes indicators Study because of COVID-19 travel restrictions. An external professional consultant from the Netherlands was recruited to lead and conduct the study. The objective of the outcome survey was to provide insightful information of the project achievements in relations to the medium and long-term outcomes. To this end, 413 individual farmers in Yambio (141), Bor (144) and Torit (128) were interviewed by enumerators using standard questionnaire with the Kobo apps; 28 Focus Group Discussions (FGDs) targeting FEMA groups, Cooperatives, women’s group of FEMA group, CMDRR committee were conducted, and Key Informant Interviews (KII) were carried out with project staff of Cordaid, Agriterra, SPARK, Rural Finance Initiative (RUF), South Sudan Agricultural Producers Union (SSAPU) and the Catholic Church representative. The consultant confirmed that the staff enthusiasm and excellent consortium management have led to good results and hence the project is on the right track with some outputs exceeding the interim target. The key findings and recommendations are as follows:

- More than 75% of respondents reported CMDRR committee are present in their communities and 86% of them have awareness on CMDRR and on how to cope with the hazards. The respondents see COVID-19, fall army worm and flooding as the most common hazards in their areas; whereas it was the prolonged flood stood out in Bor and in Torit to some extent; The most common hazard in Yambio is fall army worm. Conflicts (Cattle rustling, child abduction, national conflicts) score relatively low. But the effects of these conflicts, when they occur, are high. The FSABSS fits in a trend: Dual mandate (humanitarian and development) organisations have started bridging the gap between emergency and development assistance by including Market System Development approaches in their humanitarian and early recovery responses.
- 36% of the respondents reported having increase in income comparing 2020 with 2019; although comparison has to be reviewed together with the inflation rate of approx. 100% over the same period of 2020. Yambio has a significantly higher income level (2019 and 2020) among the three counties.
- The Food Consumption Score indicates that most of the respondents are under Acceptable level of food consumption. However, the overall Food Consumption Score was lower in 2020 than in 2019.
- More than 90% of the respondents have access to overall market information about crops and about essential farm inputs, while 82% say they have access to market prices information.
- More than 90% said they had attended training and 88% of them are satisfied with the training topics and approach because the training led to an increase in their production.
- 57% of cooperative members attended training on business plan development and 130 (55% of the 235 persons) state that their business plan was financed (by RUFID).
- FSABSS can be considered gender-sensitive (better than gender-blind or gender-aware, but not yet gender-responsive or gender-transformative). The main obstacle for not yet being gender-transformative was that 'the underlying structural factors such as norms and power relations that contribute to gender inequalities were not yet addressed.'
- Among the approved business plans, there is a higher proportion granted to men, likely because they are better educated to develop a business plan; and towards Yambio, likely because there are less safety concerns and higher agricultural potential.
- The project will pay more attention to conflict sensitivity and conflict analysis, identifying additional market opportunities, building internal coherence of cooperatives, and building project staff capacity on gender transformative strategies (for details, please refer the Survey Report).

## 2.2. Long-term Outcome Result B: Enhanced sustainable production and productivity

To enhance sustainable production and productivity, the project established 90 FEMAs comprising 2,756 farmers (50% female; 10% Returnee<sup>4</sup>) as an entry point for Market-Oriented Extension (MOExt) service delivery. The Market-Oriented Extension (MOExt) services include Local Seed Support and Capacity Building on Good Agriculture Practice (GAP), Integrated Pest management (IMP), Post-Harvest Handling (PHH), Value Addition (VADD) and Marketing (Mkt). To train and coach farmers, the project developed a guideline for Farmer-to-Farmer Extension (F2FE) approach under the umbrella of MOExt Service which includes the following as a means of extension delivery - Lead/Model farmers, market-oriented field day events, Radio talk show, and distribution of colour printed farmer friendly extension aid posters and brochures.

Farmers are supported with local seed: 36% under Maize Value Chain (Yambio & Torit), 37% under Sorghum Value Chain (Bor & Torit), and 27% under Groundnut Value Chain (Bor & Torit). Through F2FE, 87% of farmers were trained and coached on GAP, IPM, PHH, VADD and Mkt. Through demo plots and radio talk show we refreshed the knowledge of farmers groups established in 2019. We managed to collect harvesting and utilization data from 1689 (48% females) farmers (799 maize, 464 sorghum and 1140 ground nuts) who are supported in 2019 and 2020. In terms of the volume of harvest (kg per feddan), the percentage increase compared with average baseline value is 54% for maize; 69% for sorghum and 25% for groundnuts. In addition, farmers planned 69% of maize, 41% of sorghum and 56% of ground nuts produce to supply for the market and to save as seed for coming season. Farmers groups established in 2020 reported increase in yield (kg per feddan) compared to average baseline value by 54% for Maize and by 65% for Sorghum. On the other hand, farmers supported in 2020 planned 69% of maize, 39% of sorghum and 51% of ground nuts to supply for the market and to save as seed for coming season.

<sup>4</sup> Returnees are those who returned from POC or Refugee Camps and planted crops for the first time



To enhance household nutrition status of 792 individuals, the project established 4 women groups, comprising 120 members (all female except 6 men in Bor), in the three counties. They were strengthened with training on vegetable production for consumption and to supply the surplus product for the market together with vegetable seeds and farm tools support.

The project gave a blend of MOExt services to 45 cooperatives identified this year, comprises of 1486 (49% females; 54% youths) and to Cooperative formed in 2019. The enhancement of productivity also involved linking members of the cooperatives to other skill providers such as private companies that deal in agro inputs (e.g. Doshi Motors) and other organisations (FAO, Solidarity) that provide agricultural inputs and train farmers.

### 2.2.1. Mid-term Outcome Result B1. Availability of and Access to Agricultural Inputs (seeds, fertilizers, pesticides, tools) ensured.

Output B1.1	Distribution channels for agricultural production operational for farmers up to the village level
Output B1.2	Improved seed production by targeted farmers
Output B1.3	Local seed testing facilities established and operational

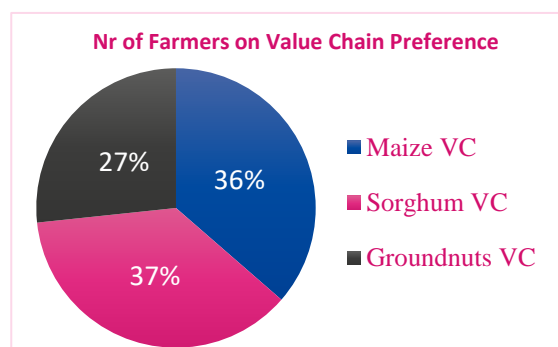
To enhance the input supply system to create Access to Input (A2I) in the counties the project engaged 5 (five) agro input dealers and 2 (two) Poultry Feed Processors through its Access to Finance (A2F) and Private Sector Engagement component. This will strengthen the input supply system which was dominated by UN agencies and large NGOs which hinders the development of the agriculture input supply system. In Bor County 2 (two) agro input dealers were added and this increase the number of input suppliers into 4 (four). In Torit County, 2 (two) agro input dealers were added which increases the number of input suppliers into 5 (five). In Yambio County, there was no private sector actor that registered as an agriculture input dealer and hence due to the project support under start-up (YWE) BPC process and Private Sector Engagement Fixed Grant 1 (one) agro input dealers started to supply agricultural inputs. In addition, the project supported 2 (two) Poultry Feed Processors as part of Private Sector Engagement to manufacture poultry feed and supply to all counties through agro input dealers. These processors have created a backward (by buying maize and other ingredients) and forward (by supplying processed poultry feed) business linkages with the farmers and start-up business.

It is noted that all input suppliers import seeds, agro-chemicals and farm tools from Uganda and Kenya with small market share from farmers within the county. The main bottleneck to strengthen the input supply system is lack of Agricultural Input Policy. The project will collaborate with the government and other stakeholders (FAO, FNS-REPRO, IFDC, Seed Companies) to address this challenge. In 2021 the project team will discuss with input suppliers and key stakeholders to identify possible solutions for the growth of and to formalize the local input supply system. The project, together with Seed companies will also pilot community-based seed production for business (Output B1.2) and will support local seed testing facilities within the MoA (B1.3). In addition, together with FNS-REPRO the project will lead the Seed Security Resilience Assessment (SSRA) in Yambio.

### 2.2.2 Mid-term Outcome Result B2: Good Agricultural Practices Enhanced and Extension Services Improved

Output B2.1	Farmers apply good and climate smart agricultural practices
Output B2.2	SSAPU Operations & Extension Service Delivery Improved

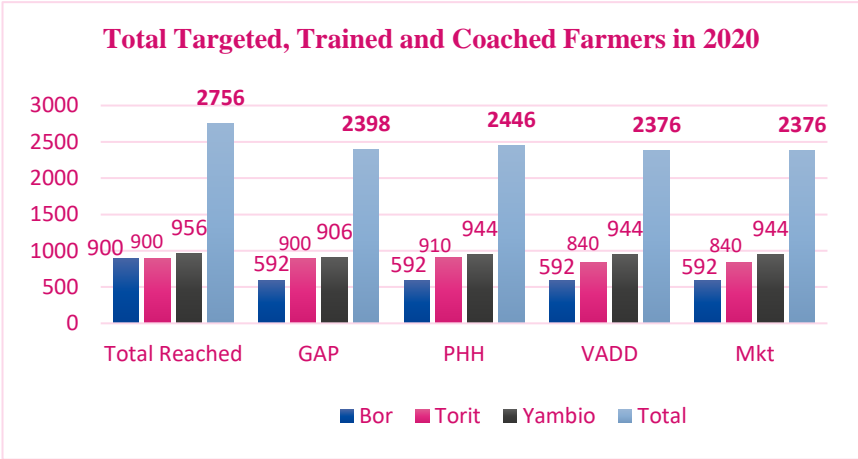
During this reporting period, the project formed and strengthened 90 FEMAs (30 per county), comprising 2,756 members (50% female; 10% returnees). To fill start-up seeds gaps faced by targeted farmers, the project procured local seeds from input suppliers in each county and distributed to farmers based on their Value Chain preference: Maize seed for 1003 farmers (36% of total), Sorghum seed for 1018 farmers (37% of total) and Groundnut's seed for 735 farmers (27% of total) as part of A2I. Before distribution to the farmers, together with respective state/county MoA, we have conducted basic seed quality assurance test on seed germination, purity, and viability of the seeds.



A comprehensive refresher training for project staffs organized at county level and all project team and line department experts from government attended the training on modules developed

by the project in 2019<sup>5</sup>. Due to COVID-19 Pandemic restrictions on travel and gathering, the project developed a guideline on Farmer-to-Farmer Extension (F2FE) approach implementation which includes - Lead/Model farmers, market-oriented field day events, Radio talk show, and distribution of colour printed farmer friendly extension aid posters and brochures. (For detail information Please see Annex 9.1 Table 6 to 12, and Figure 1 to 3).

1. **Lead/Model Farmers training** – the project trained 819 farmers (42% females) for two consecutive days in two rounds. The first round focused on GAP and IPM; whereas the second round focused PHH, VADD and Mkt.
2. **Following Farmers Coaching** – trained lead/model farmers together with extension workers (including government) and field facilitators in a 1:2 F2FE service approach coach and mentor following farmers on the same topics they trained face-to-face at demo plots in two rounds. In the first round 1579 follow farmers coached and mentored on GAP and IPM, while in the second round 1627 farmers on PHH and 1557 farmers on VADD and Mkt.



Through our market-oriented extension service which includes lead farmers, F2FE and radio talk show supplemented with illustrations at the

demo plots and with extension aid materials, we managed to reach 87% of farmers on GAP, 89% of farmers on PHH and 86% of farmers on VADD & Marketing although there was COVID-19 restriction.

3. **Demo plots** – for coaching, mentoring, Innovative Technologies Promotion, demonstration, and practical learning on GAP (land selection, land preparation, row planting and cultural practices - weeding), IPM (pest and diseases control ex. Fall Army Worm) and PHH. The project established 45 FEMA demo sites (15 in each County) and strengthened with farm tools, among them, 5 in Bor County were damaged by flood.
4. **Extension Aid Posters and Brochure** – to supplement the F2FE training, coaching, and mentoring the project developed different posters and brochures as an Information Communication and Education (ICE) materials printed in colour and distributed to all project targets reached in 2019 and 2020. The IEC materials have more pictorial presentation with some key notes on land preparation to marketing principles including cropping and marketing calendar, PHH and VADD.
5. **Radio Talk shows** – to fill the knowledge gap and increase our outreach to groups formed in 2019 and 2020 which was hampered due to COVID-19 Pandemic restrictions on travel and gathering, we developed a script and broadcasted basic and key messages through local FM stations in two rounds<sup>6</sup>. 37 progressive farmers and 32 cooperative representatives shared their experience during 55 sessions and farmers were calling before and after the session for more clarification. The first-round radio script focused on GAP, IPM, Fall Army Worm, Locust Desert, Cooperative Development Dynamics, and Access to Finance, while the second-round script focused on PHH, VADD, Mkt, Cooperative Development Dynamics, and Access to Finance. We developed a monitoring tool to monitor outreach and farmers adoption. An estimated 15000 farmers listened the program. Even though farmers feedback was positive, they need us to take into consideration on the following – broadcasting time, airtime shortage (1 hr) and the FM radio signal coverage needs to be considered.
6. **Market-Oriented Field Day Events** – to demonstrate best lessons and to create access to market for farmers we organized 23 (10 in Bor, 6 in Torit and 7 in Yambio) market-oriented field day events and 2016 (48% females) farmers from 120 FEMA and Coop (formed in 2019 and 2020), 6 traders and 3 input suppliers participated in the events. During the events, 15 business-to-business (B2B) linkages (6 in Bor, 5 in Torit and 4 in Yambio) between farmers, cooperatives and traders

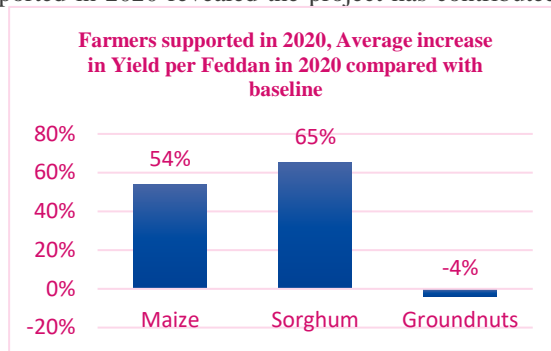


<sup>5</sup> Good Agricultural Practices (GAP), Integrated Pest Management (IPM), Post-harvest Handling (PHH), Value addition (cleaning and storing), profit margin calculation, group governance and membership mobilization.

<sup>6</sup> In both rounds, a time was allocated to raise community awareness on COVID-19 Pandemic Prevention and Control.

created and agreed with the price, delivery time, means of transport, delivery location and mode of payment (Most agreed to pay in cash immediately, while STO (WPF agent), follow bank payment system through Kush Bank).

The harvesting data collected from 1367 (50% female) farmers supported in 2020 revealed the project has contributed to increase yield per feddan comparing to the baseline survey - on maize by 54% and on sorghum by 65%. Even though the ground nuts affected by flood and perform low still 22% farmers reported as their yield increased more than 30% from the baseline. At a broader level, the project has a commitment to ensure household food security, increase income and create jobs through agribusiness. Therefore, the project strived to transform farmers from subsistence farming to commercial farming through market-oriented extension services provision. Accordingly, the project collected farmers post-harvest utilization plan and farmers reported that they have a plan to consume 31%, 61% and 49% of maize, sorghum and groundnut produce respectively; while 69%, 31% and 51% of maize, sorghum and groundnut produce to sale in the markets and to save seeds for the coming season.



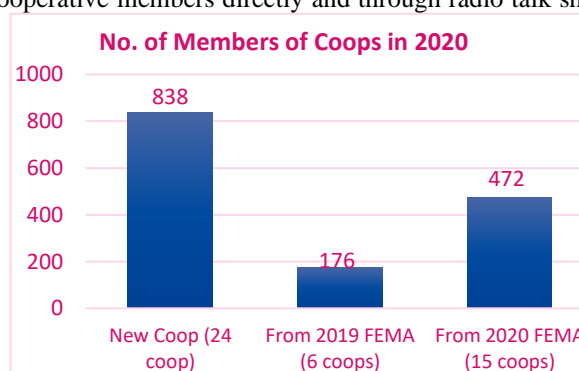
To enhance household nutrition status, the project established 4 women groups, comprises of 120 members (6 men in Bor) – covering 1032 individuals from their households in the three counties. They were provided training on vegetable production for consumption and to supply the surplus product for the market together with vegetable seeds and farm tools support. The women group in Yambio comprised of 30 women has already harvested the first vegetable for household consumption and share among the members.

Mamenza Women Vegetable Producers and VEMSA group (30 Members, all female) managed to produce

tomato, onions, eggplant, Amaranthus, okra and cowpea, and mobilized more than 100000 SSP for saving. After they shared some vegetables (onion leaves and okra) for household consumption, and they supplied the surplus to Yambio market and earned 43,800 SSP (they have just started selling). In addition, the VEMSA also issued 82,000 SSP as loan for members with 10% interest. Since their land is in swampy area, part of their eggplants and tomatoes were affected by floods, and the project team advised the group members to open small ditches to reduce waterlogging.



Furthermore, the project has established 45 cooperatives (24 new and 21 promoted from FEMA), in total comprising 1,486 members (49% female) (Please see Annex 9.1 Table 13 and Figure 4). To improve cooperatives extension service delivery, SSAPU Field Facilitators (FFs) and Extension Workers trained Cooperative members directly and through radio talk show supplemented with demonstration on demo plots which belongs to a member of the cooperative or a block farm for the cooperative established for knowledge purposes. The extension services and training for cooperatives included introduction of profitable crops and good farming practices, advantages of forming cooperatives mainly for business coupled with collective production, service delivery (inputs supply and outputs selling), cooperative governance and leadership, membership commitment, business and organisation strategy development and planning for improvements, value chain analysis and strategic interventions. The rendered services started through identification, scoping and assessment of coops and FEMAs in each county. To disseminate information on SSAPU activities and to restructure the branch office board members, a general assembly meeting was conducted in each county. Most cooperatives had block farms where members work together for collective production and SSAPU delivered extension services on land preparation, planting, crop management and harvesting for cooperative members on allocated land for demonstration of knowledge in modern farming. The total number of farmers who benefited from on the farm training and radio talk show in GAP, IPM, PHH, Cooperative Development Dynamics, A2F, VADD and Mkt are 2,571 (51% female; 46% youth; and 1085 from existing coops members). Please see Annex 9.1 Table 13.





## 2.3. Long-term Outcome Result C: Improved inclusive agribusiness market functioning

To improve the inclusive agribusiness market and to support farmers to take informed decision, we finalized the annual cropping and marketing calendar and distributed to all farmers reached in 2019 and 2020. On monthly basis the monthly market price for major value chain crops (Maize, Sorghum and Groundnut) was collected, analysed, and shared with the project team. As a result, across the counties 4,948 farmers (2,377 through FEMA and 2,571 through cooperatives; 52% female) accessed market-oriented extension services and market prices at county level. Multi-stakeholder Platform (MSP) meetings aimed to create B2B linkages and to promote value addition technologies for Access to Technology (A2T) were organized in Yambio and Torit. During a market-oriented field day events, 15 B2B linkages were created which increased farmers' Access to Market (A2M) opportunity. In addition, six private sectors were engaged with Fixed Grant Agreements to stimulate the agribusinesses. We managed to collect A2M data from 754 farmers (48% female) in Torit and Yambio. As a result: farmers earn on average 45000 SSP from Maize, 25000 SSP from Sorghum and 50000 SSP from Groundnut in 2020. We conducted assessment on the warehouse facilities and gaps; as a result, we identified warehouses for renovation and demand to construct new warehouses (the prerequisite completed in Yambio and the renovation/construction will start in first quarter of 2021).

### 2.3.1 Mid-term Outcome Result C1. Adequate and relevant Market Information Accessible and Available for Farmers and Agri-businesses

Output C1.1	Formal market outlet access expanded by target farmers as part of their income base
Output C1.2	Market information is available and accessible for key stakeholders as part of their decision making

To enhance farmers capacity in making informed decision we finalized the annual cropping and marketing calendar of each county and distributed to all farmers targeted in 2019 and 2020 via FEMA and Cooperatives. Accordingly, Yambio has two cropping seasons from March to July and from August to November. Marketing season starts in the month of November and ends in March. The price of all commodities in Yambio reaches a peak between April and August (when there is shortage of grain in the market). Torit has one cropping season, except that it has two cropping seasons April to August and from September to November only for ground nuts. The marketing period starts in the month of December and ends in March. On the contrary, Bor has only one cropping season from May to October. Intense marketing of all commodities effectively starts from the month of November and ends in the month of March. The price of all commodities reaches peaks between May and November (when there is shortage of grain in the market).

In addition, for availability of Market Price Information for farmers and cooperatives the project, as part of the Joint Market Monitoring Initiative (JMMI), collected trader price for major value chain crops on monthly basis in the three counties. All data collected by participating agencies is consolidated and analysed through one commonly adapted tool and is then published in the form of monthly factsheets and datasets, as well as the online dashboard. In addition, SSAPU collected market information through surveys and shared with Cooperatives. Both farmers and cooperatives are benefitting from this information through several information dissemination channels such as radio stations, first-hand information through the field facilitators and agribusiness liaison officers. As a result, across the counties 4,948 farmers (2,377 through FEMA and 2,571 through cooperatives; 52% female) accessed market-oriented extension services and traders market prices.

### 2.3.2 Mid-term Outcome Result C2: Improved post-harvest handling and physical market infrastructure

Output C2.1	Improved warehouse facilities at county/local level
Output C2.2	Post-harvest handling technologies adopted

In this reporting period we conducted assessment on the warehouse facilities and gaps, in each county and identified warehouses for renovation and responsible cooperative to manage the planned new warehouse construction. The prerequisite requirements were completed in Yambio and then together with state MoA, six Payam/boma level warehouses which are managed by six cooperatives (Bangasu, Gangura, Gitikiri, Ngindo, Saura II and Yafa Coops) were identified for renovation. The technical team assessed and recommended the type of renovation for each warehouse required and prepared a Bill of Quantity for each renovation. To manage the new joint warehouse at the County level, which will be constructed in Yambio

town (state capital), the Eden Multipurpose Cooperative was identified to have the capacity and commitment in running the warehouse. The MoA provides land for the construction and Eden agreed to contribute in-kind construction materials for roof and sand. We acquainted each cooperative management on how they can manage the stores sustainably by introducing a cost recovery scheme to generate income for future management and on how to calculate the expected expenses and income through simplified template. The renovation of these six warehouses and new joint warehouse construction in Yambio will be completed in the first half of 2021; and based on lessons learned, these initiatives will be scaled up to Torit and Bor accordingly.

In this reporting period we managed to train 2446 farmers (592 in Bor, 910 in Torit and 944 in Yambio) trained in PHH while we supported 45 Coops and 58 FEMAs with Trapline and Sickle to improve harvesting and drying practice of crops by 3294 farmers. To promote and introduce the post-harvest handling (PHH) technologies, mainly the Hermetic Storage Technologies (HST) such as PICS bag, Green Pro and AtoZ the quoted unit price for HST is very expensive. This is because the technology is imported from abroad. Therefore, the activity is carried over to 2021 and we planned to look for plastic wholesalers within the country and provide grant aimed to enhance the capacity that enable them to produce alternative technologies for the same purpose.

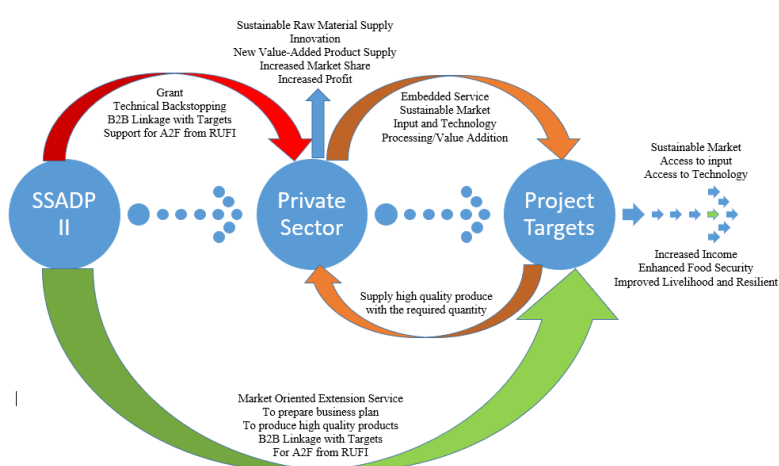
### 2.3.3 Mid-term Outcome Result C3: Market Linkages Enhanced through Cooperatives/ Associations/ Farmer Organizations

Output C3.1	Improved market access and availability for selected and developed value chains
-------------	---

To create access to market for farmers we organized 23 market-oriented field day events (10 in Bor, 6 in Torit and 7 in Yambio) and 2016 (48% females) farmers from 120 FEMA and Coop (organized in 2019 and 2020), 6 traders and 3 input suppliers participated in the events. During the events, 15 business-to-business (B2B) linkages (6 in Bor, 5 in Torit and 4 in Yambio) between farmers, cooperatives and traders were created and agreed with the price, delivery time, means of transport, delivery location and mode of payment (Most agreed to pay in cash immediately, while STO (WFP agent), follow bank payment system through Kush Bank). The data collected from 754 farmers (48% female) in Torit and Yambio revealed that farmers are able to access different market outlets and hence earn better price for their produce; on average maize sold with 4714 SSP per 50 Kg bag, Sorghum with 7000 SSP per 50 Kg bag, and 10903 SSP per 100 Kg bag unshelled groundnut. As a result: farmers earn in average 45000 SSP from Maize, 25000 SSP from Sorghum and 50000 SSP from Groundnut. In addition, we linked 4 Coops in Yambio with Solidarity to access Maize Threshing machines.

Multi-stakeholder Platform (MSP) meetings were organized in Yambio and Torit aiming at creating B2B linkages for Access to Market (A2M) and to promote value addition technologies for Access to Technology (A2T). In the event, main value chain actor representatives from farmers, coops, private sector, NGO's, and Government participated, analysed the SWOT of each Value Chain and shared contact addresses to start business linkages.

Six Private Sectors (Agro-input supply (Bakiki in Yambio and WAP in Bor), Poultry Feed Processing (Amoria and Pionner), Honey and Gnuts Processing (Hagana) and Sorghum and Gnuts Processing (Family Mirror)) were engaged by the project with a Fixed Grant Agreement to stimulate the agribusiness in backward and forward market linkage, to promote a stronger and more integrated business to business linkage between producers and private sectors, to enhance input and technology promotion and supply and to upscale and expand their businesses in a view of creating sustainable (long-term) markets. The Private sectors engaged in value addition, processing, agro input dealership, technology promotion, service delivery, poultry feed production aimed to improve smallholder productivity and income through making profit for own business. Because of the engagement, the project targets (Farmers, Agribusiness MSME and Youth and Women Entrepreneurs) will access sustainable market with better support, e.g. through discount on inputs for our beneficiaries, better price in bulk sales of agricultural produce, and will access improved inputs and technologies required to improve production and for value addition. The total business capital worth 222,043 USD and the project granted 41% of the total capital required to run those agribusinesses, while 38% matching fund is from the agribusiness owner and the remaining 21% accessed from



RUFI as part of A2F under RLF scheme. The project will continue coaching and mentoring on business management, financial record keeping, customer handling and market development coupled with creating backward and forward B2B linkage (Please see Annex 9.1 Table 14).

## 2.4. Long-term Outcome Result D: Improved Performance of Cooperatives and Agri-MSMEs and new jobs are created.

To improve cooperative performance, Agriterra, together with SSAPU, scoped 45 Cooperatives comprises of 1,486 members (49% female). Youth membership accounts 54% of the total member while female leadership account 36% of female members. In this reporting period, we managed to train representatives from 80 coops in MyCoop attitude, trained 65 coops on governance and leadership, 56 coops on basic business skill, and 47 coops on financial management. On the other hand, SPARK together with Premium Agro Consult recruited and trained 24 Business Development Advisors (BDAs) to train, coach, and mentor 107 YWE (46% female) and 60 MSMEs (38% female) on Business Skills and Bankable Business Plan preparation. Cordaid managed to identify and strengthen 60 VEMSA comprises of 1683 members (61% female) and mobilized saving and contributed social fund. As part of RBDS Cordaid managed to provide C-BED training for representatives of 36 Coops and 24 VEMSA on basic business skill and bankable business plan preparation. In this reporting period RUFI disbursed 104,545 EURO to 17 coops comprises of 616 members (315 female), 3 FEMA comprises of 51 members (22 female), 2 progressive farmers, 2 MSME and 7 YWE.

### 2.4.1 Mid-term Outcome Result D1. Cooperatives have adequate organizational and financial management capacity.

Output D1.1	Cooperatives organizational and financial management capacity improved/enhanced
-------------	---

The project completed scoping for 45 cooperatives, 3 assessments (one per county), and action plan for 30 cooperatives. The 45 cooperatives scoped in this reported period comprises of 1486 (49% females) members and have been properly profiled, and information documented in the scoping reports. Total youth membership accounts for 54% (53% female youth) and female board members accounts for 18 % of membership.

In 2020, Agriterra BAs also conducted a refresher training on MyCoop knowledge for Cordaid Extension Workers, SSAPU FFs and Cooperative leaders in the three counties aimed to strengthen their capacity in training facilitation in MyCoop. As a result of these trainings, 6 extension workers, 6 field facilitators and 18 Coop leaders including state government representatives providing services in cooperative extension participated in these MyCoop refresher training and became familiar with MyCoop knowledge and are able to deliver training to the coop leaders and members. As of December 2020, SSAPU delivered trainings in marketing basics and MyCoop knowledge including governance and financial management for 920 (47% females) representatives from 80 Coops (Bor – 16; Yambio – 22; and Torit – 42) formed in 2019 and 2020 (Please see Annex 9.1 Table 13 and Figure 4).

To strengthen cooperative governance and leadership, training, coaching, and mentoring were given for leaders of 80 cooperatives. To improve cooperatives financial management and record keeping we trained, coached, and mentored representatives from 80 Cooperatives. 80 cooperative representatives were trained, coached, and mentored on basic business and marketing skill. Through two series of Radio talk show events on Cooperative Development Dynamics focusing on MyCoop attitude building, a total of 55 sessions were facilitated where 24 Cooperative leaders shared their Cooperative experience. In the three counties, an estimated 15000 individuals listened to the radio talk shows. The trainings and radio talk shows benefited cooperative members to build ownership and to enhance cooperative business knowledge.

It is noted that one of the strengths of a cooperative lies in doing business together and in this regard, we started the process of restructuring the primary producers in each county to have a strong union or federation structure so that they can aggregate together, have a strong representative board, and organise business in a professional way with scale that facilitates value addition and a sustainable market for the members. The Eastern Equatoria State Ministry of Cooperatives and Rural Development conducted an assessment with the SSAPU team on the ground to identify functioning cooperatives and in the end, recommended 17 primary cooperatives to form a Union<sup>7</sup>. Leaders of these primary cooperatives conducted a consultative meeting and formed a steering committee to follow up the process of registration of the Union in the State. As a result, Torit Union has been formed and aggregation started for two major crops – Maize and groundnuts. The marketing process is at the

<sup>7</sup> Other cooperatives were issued provisional licenses and given time to improve.

planning stage and all the primary cooperatives have agreed to aggregate at Torit central store and to look for market together. Cooperatives were encouraged to open a bank account and hence most cooperatives in Yambio and Torit have already opened a bank account at Kush and Eden Commercial Bank, respectively. These have enabled more effective financial management and access to finance.

#### 2.4.2 Mid-term Outcome Result D2: Women, youth, MSMEs are capable and equipped with skills to start and grow their business.

Output D2.1	Functional Business Support Ecosystem in the Project Locations for VEMSA, Co-ops/MSMEs
Output D2.2	Youth and Women have improved capacity to start-up and grow businesses

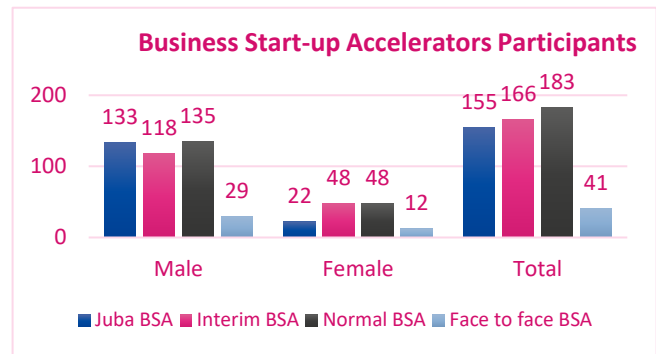
In each county the project operationalized and made available the Business Support Centre (BSC) in the project coordination offices with qualified Business Support Officer (BSO) and required equipment (such as Laptops) for agribusinesses to visit and seek information and also for entrepreneurs to write their business plan. The BSOs run training on Business Start-up Acceleration (BSA), BSTs for MSMEs and coordinate the ongoing coaching and mentoring of start-ups and MSMEs. The BSC will continue to support developing a database on Value Chain, Entrepreneur and Agribusiness. These Centres are now available for young entrepreneurs to visit and seek information, which can support them to join the programme or receive support in their own business. It was only due to flood in Bor in late 2020 that required the BSC to be temporarily relocated with all equipment and records to another location.

1. **Review of Entrepreneurs Business Skill Training (BST) Material** – based on feedback from trainees and observations made during subsequent coaching, the training material developed in 2019 was put under a significant review during 2020 by a SPARK international expert, so as to improve the overall quality and to make it more user friendly. New training workbooks that are handed out to all the BST participants were developed. This allows the trainees to have a physical reference to the training material that also provide specific exercises for them to work through on their way in writing business plans. For instance, the section on finance management was revised in detail to make it more user friendly for entrepreneurs to easily complete their business plan and access financing.
2. **Technical Training Manual Development** – in addition to the reviewing and fine-tuning the 2019 BST training materials, SPARK developed two more new technical training manuals<sup>8</sup> to fill knowledge shortfalls of BDAs, YWE and MSMEs skills on basic vegetable production, safe use and handling of agro-chemicals including integrated pest management for vegetable production. The project will continue in 2021 to add technical materials on field crop production and commercial poultry production. These two technical training materials are intended to be used in Q1 of 2021.
3. **Radio Script Development** - due to COVID-19 restrictions, the project decided to run a series of radio programmes that specifically targeted MSMEs in vegetable production value chains with business skills training. This was conducted through 6 radio programmes in three counties that covered the following subjects: Entrepreneurship, Production planning for farmers, Marketing, Introduction to record keeping, and Financial management.
4. **Business Development Advisors (BDA) ToT** – due to COVID-19 travel restrictions we held the ToT in Q3 which was supposed to be in Q2, and this created a time constraint to complete the full cycle to certify BDAs which includes stages of ToT > TiT > Exam > Certification. 24 BDAs (3 females) completed the ToT in three counties (Bor 10 (1 female), Yambio 6 (1 female) and Torit 8 (1 female)) and we managed to conduct the TiT and Certification exam in Yambio (Please see Annex 9.1 Table 15). For Bor and Torit certification is planned in Q1 of 2021. The certification process is consisted of three levels that the BDAs had to pass, including 1) daily evaluation by the Senior BDAs (30%), 2) Post training evaluation by the participants (40%), and 3) a written test (30%). The BDAs that have not been certified or conditionally certified will have an opportunity either to redo the Trainees in Training (TiT) or both the ToT and the TiT. However, BDAs with low performance will be disqualified from the programme. In addition to the BST, we will continue to build their technical knowledge in agriculture to further their capability to mentor and coach agri-businesses.

<sup>8</sup> (i) Basic Vegetable production techniques for some common vegetables in the project locations and  
(ii) Safe use and handling of Argo-Chemicals, including integrated pest management

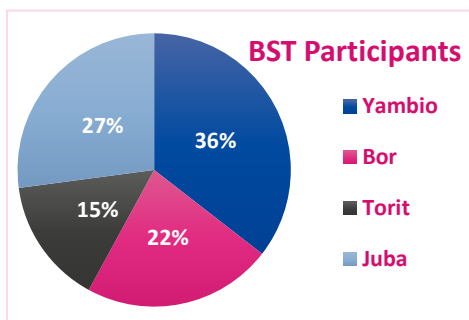
5. ***Innovation Sessions and BSA Promotion*** – The innovations sessions aimed at simulating potential Business Start-Up Accelerators (BSAs) participants to think outside the box on business ideas for agro-processing enterprises. Before the COVID-19 restrictions came to be in place we managed to conduct in-person innovation session in Torit for 41 (12 female) participants. Due to COVID-19 restriction all subsequent innovation session were done via radio talk show, which was a very effective promotion tool for the BSAs. Subsequently, BSAs for Bor, Yambio, Torit and Juba were promoted with Innovation Sessions over radio conducted by our BSOs and BDAs as we found this is also an effective approach to reach a wider audience. To determine the participation level in these, we counted the number of business idea forms<sup>9</sup> that we received. There were two BSAs modalities in each county, and therefore two rounds of innovation sessions were conducted in each county:

(i) ***Interim BSA*** – it is a scaled down version of the BSA Process due to COVID-19 restriction. It aimed to identify the best potential candidates in each county through a shortened process, followed by direct coaching to these candidates on a one-to-one basis as a means of delivering the BST. A total of 166 (26% female) entrepreneurs submitted their business idea forms and through this process 31 entrepreneurs (42% female; 10 in Bor, 11 in Yambio and 10 in Torit) were identified.



(ii) ***Normal BSA*** – which follows the normal process that includes innovation session, BSA and then completed with BST training and followed by continuous coaching and mentoring. A total of 379 entrepreneurs (22% female; Juba 155, Bor, 47, Torit 85 and Yambio 92) participated in the BSA process (Please see Annex 9.1 Table 15).

6. ***Business Skill Training and coaching*** - the start of the BSTs was delayed due to COVID-19 and the need to finish the



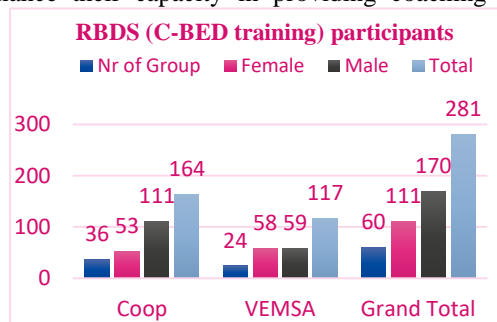
ToTs for BDAs first. Using the new training materials that included the training manuals, presentation slides and workbooks, Business skills trainings were conducted as part of the normal BSA process. Among those who participated in BSA, 545 (24% female) entrepreneurs submitted their business ideas; 107 business ideas (49 by female) were selected, and the entrepreneurs were invited to attend the five days BST, where all completed the training (Please see Annex 9.1 Table 15). After the BST, the entrepreneurs were coached to write the first version of their business plan and coaching will be finished in Q1 of 2021. So far, we managed to coach 76 (24% female) from those selected in 2020 and 9 (20% female)

from those selected in 2019 in groups, and we will select the top 10 from each cycle who are assessed to have a better chance to get a loan by writing a bankable business plan. This has been an improvement compared with the previous BPC process where the business plans were pitched to local business leaders who did not have enough experience in vetting on agribusiness. The coaching sessions assisted participants mainly in the areas of marketing mix, organisational and management plan, financial plan, executive summary, customer handling skills and product/service description. A specific practical session for groups were conducted on preparing financial statements. Further coaching was conducted on sector analysis in regard to technical parameters, cost & benefit analysis/business potentiality, provision of factual information on current prices and specifications for the selected value chains under the project. Sectors analysed include poultry, horticulture, agro-processing, and input supply.

<sup>9</sup>The business idea forms are our first impression of potential entrepreneurs. For each BSA cycle that we run, we aim to get as many business ideas as possible. These are then scored against criteria to select top entrepreneurs to go on to the next stage which is business skills training.



The project contextualized the Community-Based Enterprise Development (C-BED)<sup>10</sup> training guide for Small Business Operators and a one-day online training on the guide was facilitated for all project team from CORDAID Global Office. The objectives of the training were to acquaint the project team with the C-BED Curriculum and its contents, with the basic business concepts, with simplified Business Plan Template and to enhance their capacity in providing coaching to entrepreneurs. After a one-day virtual training the Technical Team in the three counties identified 36 cooperatives (5 in Bor, 17 in Torit and 14 in Yambio) and 24 VEMSA (5 in Bor, 9 in Torit and 10 in Yambio) as MSME for Resilient Business Development Service (RBDS) and facilitated two-days C-BED trainings for 281 representatives (40% females; 164 from coops and 117 from VEMSA). Participants were acquainted with Basic Business Concepts and were familiarised with the Simplified and contextualized Business Plan Template for preparing their group business plans. During the training, the trainees were coached and mentored on business plan preparation and dynamics of cost-benefit analysis, they did practical exercise with basic information. In addition to facilitating the RBDS we developed Technology Fund Scheme and finalized the pre-requisite to support competent groups like:

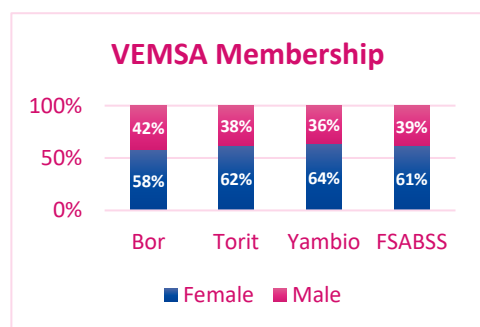


- (i) **Cooperatives** – with matching fund on Value Addition Equipment such as Processing Mills for Maize, Sorghum, Cassava and Groundnut; thresher for Maize and Groundnut; and mobile tractor. As a result, all Coops prepared and submitted their Business Plans which are now under revision and for those who will win (Max 18 coops) the competition we will provide the equipment as donation-in-kind in Q2 of 2021. To cover the running cost the coops will apply to RUFU to access loan under RLF.
- (ii) **VEMSA** – we planned to support VEMSA to access matching seed capital from the project to kick start agribusiness by utilizing their savings and if necessary VEMSA are eligible to apply for additional fund from RUFU to access loan under RLF. Like coops the identified and trained VEMSA also prepared and submitted their Business Plans to start group IGA which are also under revision. For those who win (Max 12 VEMSA) the competition, based on their Business Idea Feasibility, we will support them in cash with a maximum of 400 USD as seed capital to kick start their IGA in Q2 of 2021.

### 2.4.3 Mid-term Outcome Result D3: Availability of- and Access to Appropriate Financial Products and Services Ensured

Output D3.1	VEMSAs, Co-ops & MSMEs have Bankable BP & access to finance services
-------------	--

1. **Strengthening VEMSA for Access to Finance** – in this reporting period the project identified 35 VEMSA groups (10 in Bor, 15 in Torit and 10 in Yambio) which emerged from FEMA or Cooperative, comprises of 1039 members (56% female). In 2019, 25 VEMSAs comprised 711 members (60% female) were identified, and this made the total number of VEMSAs to become 60, comprising 1683 members (61% female). The project has started strengthening VEMSAs according to VEMSA principle and guideline we developed. Accordingly, the support started by providing VEMSA Kits followed by first meeting to acquaint members on by-law development and committee members election. All the 60 VEMSAs received the kits, developed their governing by-law, and elected their committee members, comprised of 480 persons (58% female). Since August 2020 all started to mobilize saving and social fund contribution. By end of December 2020, the groups in total mobilized 2.352.100 SSP saving and



contributed 155.160 SSP for Social Fund, where most groups conduct their saving and loan meetings fortnightly (Please see Annex 9.1 Table 17). The extension workers were trained on VEMSA Management Information System (MIS) data collection template and are collecting the data frequently. 64% and 69% of members were trained on Income Generating Activities - Selection Planning and Monitoring (IGA SPM) and Financial Literacy, respectively. On the other hand, 117 representatives from 24 VEMSA attended C-BED trainings as part of RBDS on basic business skill and business plan preparation to compete for access to matching seed capital from the project to kick start agribusiness and to access loans from RUFU to start group agribusinesses. In Q2 of 2021, those who win the competition would be granted the seed money from the project and be eligible for additional loan from RUFU.

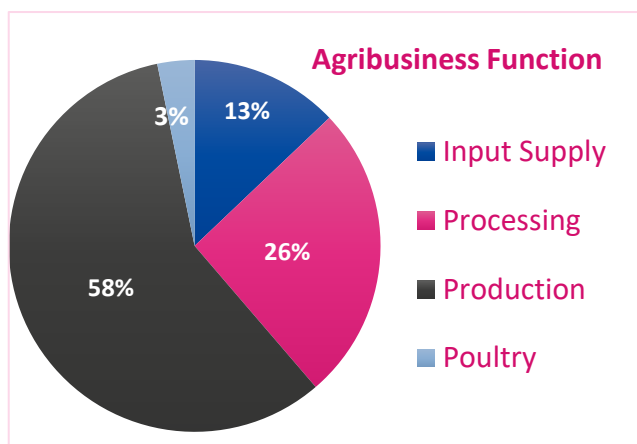
<sup>10</sup> prepared by International Labour Organization (ILO)

2. **MSME Support to expand their Agribusiness through Access to Finance** – the BDAs have carried out the initial scouting and filled out a fact sheet of the MSME (existing agribusiness). We managed to scout 173 MSME (163 directly and 13 via Radio Talk show; among them, 42 business were managed by female). Afterwards, the Senior BDAs from Premium Agro-Consult validated their businesses in Torit and Yambio<sup>11</sup> to ensure their suitability to enter into the programme through on-site evaluations based on specific criteria (Please see Annex 9.1 Table 16). 57 MSMEs (28 in Torit and 29 in Yambio; 25 females owned MSME) were then selected to fully attend the BST and 15 MSMEs were conditionally qualified to participate in the project.
- (i) **BST through Radio broadcast** – we developed 5 radio programmes and recorded in Juba to cover the following subjects: Entrepreneurship; Production planning for farmers; Marketing; Introduction to record keeping; and Financial management. The program broadcasted for 5 consecutive weeks, where each programme was broadcasted twice in the week. Each was followed by a live call-in programme where interested individuals could call and ask questions to our experts. They were also given a number where they could call in during the week if they wanted more information. As a result, 72 individuals (19 females) call to our experts (23 in Bor, 30 in Torit and 19 in Yambio). (Please see Annex 9.1 Table 16)
- (ii) **BST in Classroom** - the Radio Program was one of the effective ways of reaching the community and getting the message of agribusiness and entrepreneurship out. However, it was challenging to link these back to our beneficiaries for measuring actual project objectives and targets. Therefore, when the COVID-19 restrictions were lifted, we carried out the normal BSTs for MSMEs mainly in Yambio and Torit. Before the year end in 2020, we managed to train 60 MSME (17 females); twice in Yambio for 44 MSME and one time in Torit for 16 MSME. Due to flood, we could not carry out the MSME BST in Bor and hence we decided to transfer the unachieved overall target and budget to 2021 and onwards to ensure that sufficient funds remain to carry out the BST for MSME in the remaining project years. In 2021 we will assess the viability of finishing the validation of 2020 scouted MSMEs and then conducting the BST for MSMEs in Bor, or if it would make more sense to restart the cycle of scouting and validation. (Please see Annex 9.1 Table 16)
- (iii) **MSME Coaching in Business Plan** - Due to the late start of BSTs for scouted and validated MSMEs caused by COVID-19, the number of coaching on writing business plans remained relatively low. In this reporting period we managed to coach 39 MSME (9 female owned MSME) on Bankable Business Plan writing where 21 of the MSMEs coached were from MSMEs that went through BSTs in 2019 and the remaining 18 MSMEs were also from Yambio and Torit, as coaching in Bor could not be continued due to the floods. In the same note we could manage to provide only 1 one-to-one coaching and mentoring for existing MSME. (Please see Annex 9.1 Table 16).

**Output D3.2 Farmers and agri-businesses have access to appropriate financial products/services**

**Access to Finance**

- since July 2019, the Project supported the Rural Finance Initiative (RUF) to establish a Revolving Loan Fund (RLF) scheme, aiming to create, “Availability of, and Access to, Appropriate Financial Products and Services” to agribusiness and farmers targeted by the project. In this reporting period, RUF disbursed 19.550.000 Million SSP (104.545 EURO) to 678 borrowers (50% female) of various types like cooperatives, FEMA, individuals, YWE and MSME. 58% of borrowers engaged in production function, 26% in processing, 13% in input supply and 3% in poultry. The report revealed that RUF managed to fully utilize the fund in their hand for disbursement, with the capacity to re-finance with 30% of the fund for more borrowers. However, due to COVID-19 restriction RUF could not manage the required appraisal of the loan applications on time and physically and hence we reached 678 borrowers out of the 900-annual target. (Please see Annex 9.1 Table 18)



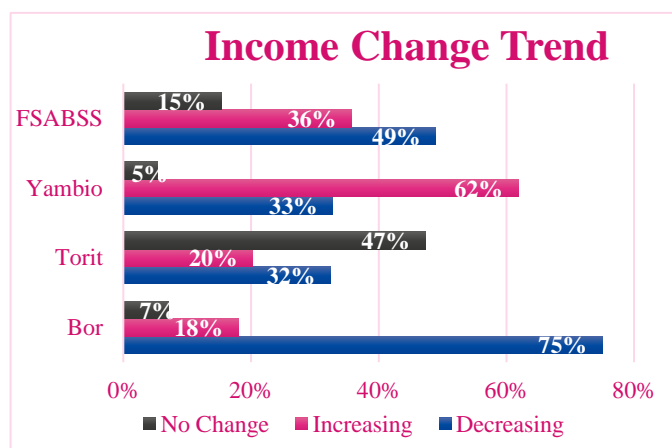
<sup>11</sup> Due to the floods the validation process in Bor could not yet be completed.



### 3. Analysis

The outbreak of the COVID-19 pandemic in 2020 did unfortunately have a negative impact on the delivery of our project targets and goals. Through mitigation measures the impact was reduced as much as possible. There is still significant time left before the project end date, and we expect we can catch up in the upcoming period to achieve most of the project's targets and objectives. Even though our capability to implement activities was hampered for a large part of 2020, we still managed to achieve a significant number of goals and learned quite a bit that will help us focus our implementation strategies moving forward.

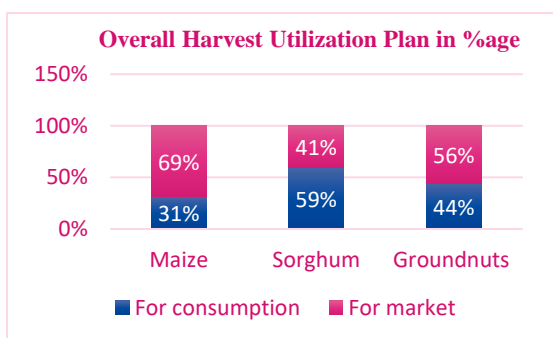
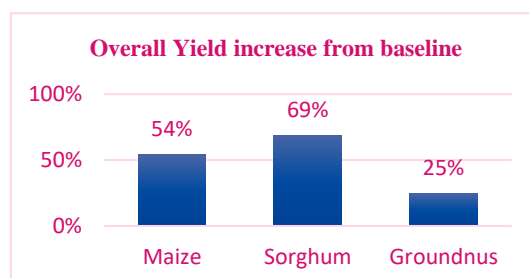
**Income Change** – during annual LTO/MTO indicators survey we managed to collect income data from 413 respondents (144 from Bor, 128 from Torit, and 141 from Yambio) who were selected randomly from project targets under FEMA and cooperatives. It was found that 36% of them reported an increase in their income compared to 2019. For farmers from Yambio 62% of them reported their income increased whereas farmers from Bor and Torit only 18% and 20% of them reported the increase, respectively. It was noted that the two counties, Bor was hugely affected by the flood, followed by Torit. It has to be noted that inflation rate was high throughout the country which affected their overall purchasing power. (Please see Annex 9.1 Figure 3).



**Job creation** – in this reporting period 12 agribusinesses (3 cooperative based agribusiness and 9 YWE/MSME) created job opportunities for 54 individuals (28% female) including the 9 YWE/MSME agribusiness owners and they are able to pay on average 10000 SSP per person on monthly basis (Please see Annex 9.1 Table 19).

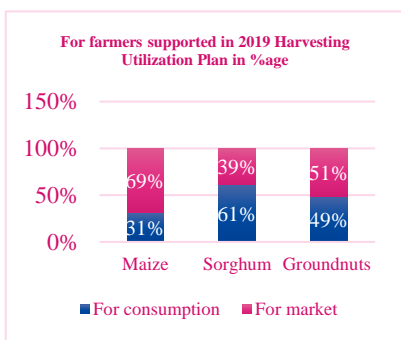
**Resilient to DRR** – in the last two years of the project we managed to establish and strengthen 52 CMDRR committees to identify common Hazards and Disaster Risks of the community, through PDRA and to prepare Community Led Action Plans. In addition, we managed to conduct CRA in Torit and Bor. Hence, directly through CMDRR committees and radio talk shows we raised community awareness on CMDRR, CRR and Peace Dialogue including the COVID-19 Pandemic Prevention and Control. For conflict sensitivity, the project team were trained on community managed disaster risk reduction techniques and hence able to facilitate Peace Dialogues and Conflict Reduction among members of the Coops, VEMSAS and FEMAs.

**Increase in Production and Productivity** – The continuous coaching and mentoring (i) empowered farmers with knowledge and skills to make them an expert in their own fields, (ii) improved farmers ability to make critical and informed decisions that render their farming profitability and sustainability, (iii) sensitized farmers in new ways of thinking and problem-solving ability, and (iv) helped farmers on how to organize themselves for collective production and marketing.

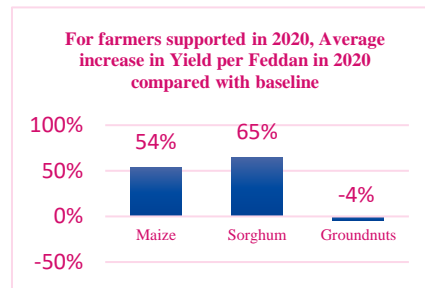


The project managed to collect harvesting and utilization plan 1689 (48% females) farmers (799 maize, 464 sorghum and 1140 ground nuts) who are supported in 2019 and 2020. The overall yield (kg per feddan) increase compared with average baseline quantity is 54% for maize; 69% for sorghum and 25% for groundnuts. In addition, overall farmers planned 69% of maize, 41% of sorghum and 56% of ground nuts produce to supply for the market and to save as seed for coming season. The yield increase and utilization plan for farmers supported in 2019 and 2020 is presented as follows:

1. **Farmers supported in 2020:** the harvesting data collected from 1367 (48%

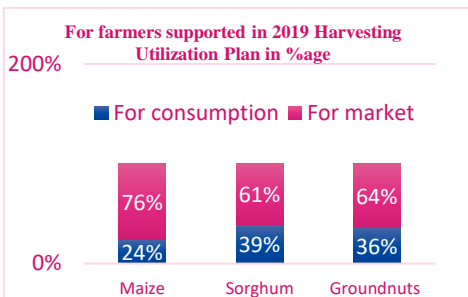


female) revealed increase yield per feddan comparing to the baseline survey of 2018 - on maize by 54% and on sorghum by 65%. As the support on seed delayed, targeted farmers in 2020 have to plant the groundnut late and due to flooding, the groundnuts exposed to waterlogging because of high rainfall which result low productivity of the crop. This was one of the lessons learnt, for us to make the procurement as early as possible. In addition, farmers reported that as that they have a plan to consume 31%, 61% and 49% of maize, sorghum and groundnut produce respectively; while to supply 69%, 39% and 51% of

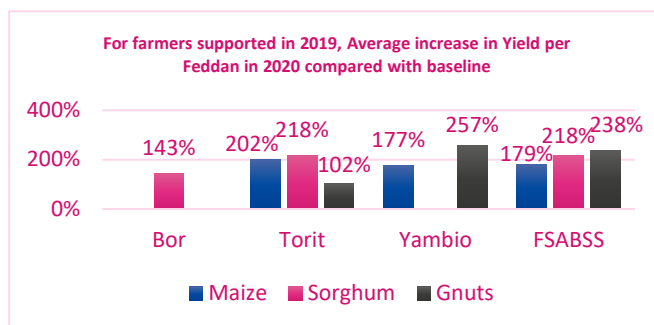


maize, sorghum and groundnut produce to the markets respectively and to save seeds for the coming season.

2. **Farmers supported in 2019:** As part of our monitoring of performance of the project with regard to ensuring sustainability, we collected harvesting data randomly from 10% of farmers supported in 2019 (322 farmers, 49% female) from Yambio and Torit. The findings revealed that the project has contributed to increase yield per feddan comparing to the baseline survey - by 79%, 118% and 138% for maize, sorghum, and



and



groundnut, respectively. For farmers supported in 2019 groundnut show increased in yield per feddan compared to baseline and 2020 target farmers' yield. The possible contributing factor for this could be farmers experience, lesson from last year and early planting the crop from saved seed in 2019. In addition, the project collected also post-harvest utilization plan from targeted in farmer groups formed in 2019 and they reported that they have a plan to consume 24%, 39% and 36 of maize, sorghum and groundnut produce respectively; and to supply 76%, 61% and 64% of maize, sorghum and groundnut produce respectively to

the markets and to save seeds for the coming season. The yield increase and planned quantity to supply for the market by farmers supported in 2019 could be one of the indicators that show the project contribution on farmers mindset to manage farming as a business.

24 new cooperatives comprising 838 members (48% female) accessed SSAPU services. In the last two years, we managed to conduct scoping for 123 cooperatives comprising 3886 members with 50% female. SSAPU extension services to members of the cooperatives and other individual farmers has improved substantially due to the efficiency of group training. One important thing that was not initially planned is the use of lead farmers within the cooperatives to deliver training to members of cooperatives on their farms. This has brought skills close to the farmers. The total number of farmers who benefited from on the farm training in land preparation, planting, weed management and post-harvest handling was 2,571 (51% female) in 2020. Coops membership in Yambio & Bor increased by 5% & 10% respectively compared to registered membership in 2019.

The C-BED training transformed VEMSA and Coops attitude to think outside of the box and to business minded. Those attended the training were able to prepare their own bankable business plan. The Private Sector Engagement initiatives enhanced both backward and forward business-to-business linkage among key value chain actors of the project. The MSP events opened a room for key value chain actors to meet and to share experience and information as well as to promote technologies (access to technology), as well as to increase market outlets (access to market). The BDAs located across the counties have scouted, trained, coached, and mentored 107 YWE for start-up and 60 MSMEs for existing agribusiness on Business Skill and Bankable Business Plan preparation. The project RLF scheme and VEMSA's fills farmers' (individually and/or in group) and agribusiness' (Coops, MSME, YWE and VEMSA) financial gap. For the last one and half year RUFU created A2F for more than 40 agribusiness where coops take the line share and disbursed more than 120,000 EURO as loan to further their businesses.

As a whole, the project introduced new business concepts and opportunities for young people and women where an “Outside-of-the-box” thinking was promoted. All these together will contribute to Making Market Work for the Poor (M4P) and vice versa Making Poor for the Market (P4M) through building farmers attitude to run farming as a business.

#### **4. Strategic changes**

During this project cycle there were no major strategic changes to the plan developed during the inception period. The Annual LTO/MTO Indicators Survey Report suggested that the project was on the right track, with some recommendations on implementation, which do not require major strategic changes.

#### **5. Sustainability**

1. The Community Managed Disaster Risk Reduction (CMDRR) process includes forming of CMDRR Committees, capacity strengthening for Participatory Disaster Risk Analysis (PDRA), Conflict Risk Reduction and Community Led Action Planning. The Committees are supported to implement and monitor these DRR action plans, enabling them to have more resilient livelihoods.
2. The market-oriented extension service given for FEMA and coop members through F2FE and radio talk show including MyCoop, governance, leadership and action plan preparation training changed farmers’ attitude to be business oriented. The established demo sites under FEMA and Coops served as learning centres for knowledge sharing and co-learning on GAP, IPM and PHH for target farmers through learning by doing and contributed to demonstrate improved agriculture practices, technologies and to promote climate smart agriculture. The harvesting data collected from farmers groups formed in 2019 revealed that the project contribution is still sustainable.
3. The MSP helped value chain actors to know each other and to create a “win-win” B2B linkage. The RLF filled agribusiness financial gap and stimulated coops and farmers to invest and start farming as a business. VEMSAs emerged from FEMA and Coops will also contribute to fill the financial gap faced by members through saving mobilization and enhance solidarity among the community. The amount of loan revolved and mobilised saving by VEMSAs will ensure the results of Access to finance will be sustainable.
4. Agriterra has started the restructuring of the cooperatives to form Union, and this will increase the ability of the cooperatives to do aggregation at scale, support internal capital formation and plan investment in value addition that will enable the activities to be carried beyond the life of the project.
5. The strategy of including lead farmers in the advisory services for cooperatives increases efficiency of the team on the ground and localises knowledge at the cooperative level and makes training accessible to members of the cooperatives. This is an effective path to sustainability in terms of advisory services.
6. The increase in coop membership in Yambio and Bor by 5% and 10% compared to the registered 2019 membership will give confidence for the project as coops development is gaining momentum.
7. The commitment of Coops and VEMSA to prepare their own business plans as per the guidance from the project during C-BED and Farming as a Business training indicates the project contributes to the farmers mindset to be business oriented.
8. Working with Government line departments; for instance, with Ministry of Agriculture in Extension Service delivery and with local partners such as RUFU, SSAPU and Premium Agro Consult. We strive to build their capacity to be a strategic partner which will increase the project outreach and ensure the sustainability and scaling up of the results.

#### **6. Lessons Learned**

1. The introduction of the CMDRR approach enabled communities to do PDRA’s and action planning for disaster risk reduction. Based on the 2019 action research recommendation we conducted Conflict Risk Analysis in 2020 and identified the possible Community Led Conflict Risk Reduction activities at local level.
2. The F2FE approach and Radio Talk show under our market-oriented extension service delivery enhanced farmers’ capacity, individually and as a group, to invest in their farm for business and to diversify their livelihood options.
3. Even though there was restriction due to COVID-19, through the F2FE approach we managed to reach 80% of farmers on GAP, 82% of farmers on PHH and 80% of farmers on VADD & Marketing. As a result, their yield per feddan increase by 54% on maize; 69% on sorghum and 25% on groundnuts compared with baseline quantity. In addition to 2020 targets;

through radio talks show, demo plots and extension aid materials we reached more than 75% of farmers supported in 2019.

4. Farmers and cooperatives are capable to manage farming as a business and to borrow and pay loan if the RLF scheme is in line with their demand and if they get appropriate advice on agribusiness development. Gabat and Nakoko Cooperative from Yambio could be a good example that qualified for second round A2F and diversify their income sources.
5. Farmers take up learning better when they are advised by their fellow farmers. The peer-to-peer advice and experience sharing has made the cooperative leaders and members to relate their own experience with others and to improve their practice.
6. We have learnt important lessons on representation in cooperatives and gender mainstreaming. Members of cooperatives have increased confidence when they are well represented. The groups where female and youth show more interest in cooperatives when they are represented in the leadership. Primary cooperatives need a platform for collaborating with other cooperatives in commercialisation in order to have their interests represented. These interests could be financial and decision making that affects them.
7. Even though the inflation is skyrocketing, and the fragility remains high in some locations, farmers we supported show readiness to save and invest. VEMSA members supported in late 2020 mobilized significant sum as their saving and contributed for social fund which strengthen their solidarity.
8. The Private Sector Engagement and the C-BED training will enhance both backward and forward B2B linkages.
9. We used radio to broadcast BST for MSMEs. This allowed us to continue to spread the message of what the project is trying to achieve and helped to gather new participants to the programme. What we learned is that we should be using radio for all our programme promotional work. Not just to announce new cycles MSME or Start-Up programmes to attract new potential entrepreneurs, but also as a method to specifically target certain types of potential entrepreneurs. For instance, promoting specific vegetable growing MSME packages that we plan to launch in 2021.
10. Specifically, with start-up entrepreneurs, our aim has been to focus on processing businesses that add value to agricultural produce of the counties. This can be used as a catalyst to support the entire value chain, which leads to increased jobs and food security. In innovation sessions we specifically focus on inspiring entrepreneurs to start processing businesses. The ones so far that have been started has been very successful, for instance, 24-year-old Michael Aliam from Yambio and his maize processing start-up processed up to half a ton of produce daily.

## 7. Communications and Creating Linkages

1. The project published the results, both activity and financial, every quarter on IATI website.
2. We published success stories and shared through different websites and communication including CORDAID, SPARK, AGRITERRA and also shared with the Embassy for their use on media like Facebook.
3. To contribute to the 2021 Food System Resilience Summit, the project has participated actively and shared its lessons for case study for FNS supported by the Netherlands Ministry of Foreign Affairs.
4. We share our experience and lessons learned in different forums and cluster meetings such as PfRR and the Food Security Cluster.
5. The project has also strengthened its partnership and linkage with WFP, FAO, and UNDP.
6. Agriterra continued to communicate the results in the organisations workplace and through their WhatsApp group. On individual basis, Agriterra business advisors use twitter for posting stories of the project and this now makes the stories accessible through the retweets to millions in the network through @Agriterra; though these messages include a lot of other projects, twitter message from South Sudan attracts a lot of interest due to our fragility and conflict sensitivity.

## 8. PLAN FOR THE COMING YEAR

### 8.1 Major Activities Planned in the Coming Year

The project detail narrative submitted to the embassy and the summary of detail implementation plan of the project is as follows:

1. **Farmers and Agri-businesses more resilient to shocks and hazards:**

- form new and strengthen existing "Peace & CMDRR Committees" in Payams and Bomas not addressed in 2019 and 2020.
  - strengthen the committees to facilitate community meetings and dialogue in peace, conflict resolution and CMDRR.
  - facilitate joint disaster risk analysis and CRA to build resilience to natural and man-made hazards.
  - support communities to meet and discuss disaster and hazard coping mechanisms.
  - support communities to develop and disseminate early warning action plans including climate smart agriculture and nutrition.
  - support and strengthen Early Warning Information Dissemination Systems
  - As a learning curve the project will conduct an action research on key strategies at the end of the year.
- 2. Enhanced sustainable production and productivity.**
- strengthen existing FEMA group members (5775) through input and output market linkages and provide refresher training on GAP, IPM and PHH through radio talk show and F2FE with extension aid materials.
  - identify 2700 new farmers and establish 45 FEMA demo plots for co-learning and demonstration on GAP, IPM and PHH
  - support (with the required knowledge, tools, and pre-basic seed) farmers to start seed production for business.
  - support operationalization of local seed testing facilities in each county
  - support SSAPU to deliver extension services to cooperative and non-cooperative members.
  - scope and assess 69 cooperatives to provide support on Cooperative governance, leadership, action plan development, financial management and to build MyCoop Attitude.
- 3. Improved inclusive agri-business market functioning.**
- strengthen value chains actors B2B linkages and facilitate a multi-stakeholder platform (MSP)
  - develop and roll out market-oriented extension services and market information system.
  - support farmers and agribusiness to access improved market for their produce.
  - facilitate rehabilitation/construction of aggregation centres for collective marketing.
  - support private sector to produce Hermetic Storage Technology (HST) in South Sudan aimed to create access for farmers and cooperatives with fair price.
  - support Private Sector (Agrodealer, CFSC, Processor and agribusiness) to stimulate the value chain and market development.
  - support improved market availability and access by farmers and agribusinesses.
- 4. Improved performance of cooperatives and Agri-MSMEs and new jobs are created.**
- strengthen and provide Resilient Business Development Services (RBDS) C-BED training to cooperatives, YWE, MSME and VEMSA
  - provide training and coaching to Cooperative board members, members, and staffs to build Mycoop attitude.
  - support and strengthen Cooperatives to developed action plan and function in input and output market.
  - strengthen existing BDAs and train additional BDAs.
  - provide core business skills and entrepreneurship training to existing YWE and MSME.
  - support and strengthening YWE and MSME to participate in Business Start-up Acceleration for start-ups & provide coaching for writing Bankable Business Plan
  - support and strengthen YWE, MSME, Cooperative and farmers to access loan & financial services from RUFU.

## 8.2 Deviations from Existing plan

Initially, the project was designed to scope up to 230 cooperatives in the three counties, and by 2020 we reached 123. While we plan to catch up the target in the coming period, we shall also broaden the scope of cooperatives to incorporate Unions at Payam/County level or Federations at Country/State level, so that they can achieve greater impact together. This is because the Union/Federation can do business at scale, employ professional management team, and embark on value addition through investment in processing technology. This will create a standard of performance that might see some primary producers merging with other for efficiency. This would result into strong cooperatives and farmer organisations on condition that there is a coherent strategy and a common philosophy in the project.

## 8.3 Proposed adjustments to the plan

1. For the last two years we strived a lot to promote HST to improve PHH; however, the unit price of imported HST is very high and it is not economically feasible. Therefore, the scale up and utilization will be limited only during the promotion.

We will explore if there is potential Private Sector that would like to start HST production, and will then support those business by developing the product line and prototype for bulk production and support with start-up capital as a grant. Then, through our Private Sector initiatives and MSP we will promote the product to county level and create a business-to-business linkage between the private sector, agro dealer in the counties, and coops and progressive farmers.

2. Although a significant amount of effort has been made to build up the capacity of business development advisors, outside forces like COVID-19 prevented us from making as much progress as hoped. This was due to the fact that the anticipated coaching they were expected to undertake, and the associated income they expected to receive for this work, did not materialise for a large part of 2020. Unfortunately, this led to a number of the trained BDAs seeking other gainful employment. Consequently, the project decided from 2021 onwards to directly employ a set number of BDAs that has been certified in each county on a permanent basis. This means they will get full-time and fully paid employment which will help their career development in agribusiness. Additionally, the project will keep full time advisors that are capable and can dedicate themselves to coaching entrepreneurs. With this we expect to significantly increase the number of MSMEs and start-ups that complete business plans for funding.

#### 8.4 Consequences of change on project strategy

No change required.

#### 8.5 Budget deviations

In this reporting period the overall spent rate is 71%, mainly due to delay in some activities under the impact of Covid-19 restrictions.





## 9. Annexes:

### 9.1 Result Data and Facts in 2020

Table 2: Total Number of Farmers Reached in 2020 per Group

County	Farmers Reached Under Coops				Farmers Reached by FEMA				Total Farmers Reached in 2020			
	Nr Coops	Female	Male	Total	Nr of FEMA	Female	Male	Total	Nr of Group	Female	Male	Total
<b>Bor</b>	4	45	57	102	30	444	456	900	34	489	513	1002
<b>Torit</b>	9	182	157	339	30	456	444	900	39	638	601	1239
<b>Yambio</b>	11	175	222	397	30	474	482	956	41	649	704	1353
<b>FSABSS</b>	<b>24</b>	<b>402</b>	<b>436</b>	<b>838</b>	<b>90</b>	<b>1374</b>	<b>1382</b>	<b>2756</b>	<b>114</b>	<b>1776</b>	<b>1818</b>	<b>3594</b>

Table 3: Number of Farmers Reached by CMDRR Activity

County	Nr CMDRR Committee	Nr of PDRA	Total Nr of Group	Female	Male	Total	%age from total target
<b>Bor</b>	11	11	12	184	176	360	36%
<b>Torit</b>	7	7	35	574	545	1119	90%
<b>Yambio</b>	4	4	31	517	515	1032	76%
<b>FSABSS</b>	<b>22</b>	<b>22</b>	<b>78</b>	<b>1275</b>	<b>1236</b>	<b>2511</b>	<b>70%</b>

Table 4: Summary of PDRA/CLAP

Nr.	County	Payam	Identified Common Disasters and Risks (DRR)	Proposed Community Led Action Plans (CLAP)
1	Bor Bor	Jalle and Baidit	Flooding Insecurity due to Murle and Flooding	Together with NGOs and Government Support the Community will maintain and construct dykes and canals. The community will contribute in-kind and labour. Youth to organize and be vigilant to protect the community from Murle attacks
2	Torit	Himodonge, Imurok	Fire outbreak during dry season	CMDRR Committee and Boma Chiefs to raise Community awareness on fire outbreaks and mobilize community to dig fire breaks lines around community the farm and homestead and within the bush. NGOS and Gov't to Broadcast through radio about fire and its consequence as well as action to be taken; support the community digging tools
3	Torit	Bur Nyong	Flooding and waterlogging Waterlogging	Community to drain water from waterlogged fields, open water canals to drain excess water and plant waterlogging resistant trees like eucalyptus and crop varieties like lowland rice. NGO and Gov't to support the community with Farm tools and tree seedlings
4	Torit	Imurok Ifwotu	Plant and animal pests and diseases (e.g., Fall Army Worm and Desert Locust)	Community to adopt integrated pest management (IPM) practices, including cultural methods of pest and diseases control. On time report any disease outbreak to Ministry of Agriculture and NGO NGO and Gov't to train the community on IPM
5	Torit	Ifwotu	Land disputes	Organize for the reconciliation meetings Community to set by laws on land tenure and follow it. Conduct awareness training on conflict mitigation measures
6	Yambio	Bangasu	Lack of clean drinking water, Fire outbreak during dry season Rotting of cassava tubers,	Community to repair the broken-down boreholes, CMDRR Committee and Boma Chiefs to raise Community awareness on fire outbreaks and mobilize community to dig fire breaks lines around community the farm and homestead and within the bush. NGOS and Gov't to Broadcast through radio about fire and its consequence as well as action to be taken; support the community digging tools. To report to the Ministry of Agriculture and NGO NGO and Gov't support the community with new variety and medicine.
7	Yambio	Yambio	Poor network for communication Lack of clean drinking water	To lobby government or service provider for an antenna, Repair the broken-down boreholes



Table 5: Conflict Risk Analysis and Conflict Risk Reduction Analysis in Torit

Nr	Topic	Payam/Payam	HIMODONGE	NYONG
		Checklist	Oruhoi Boma & Africa	Ilangi & Enyif
1	Conflict Profile	Risk of upcoming conflict	Yes	Yes
		Level of conflict	Community level	Community and other communities
2	Conflict Causes	Main causes of the conflict	(1) Cattle raiding (2) Poverty level	(1) Early/Force marriage (2) Land disputes
		Main trigger/ contributor of conflict	(1) Marriage (2) Hunger (3) poverty	(1) Corruptions from community leaders (2) Drunkenness (3) Tribalism
		New factors that can contribute to prolonging the conflict	(1) High marriage demand	(1) Lack of employment for youth (2) Ethnic groupings
3	Conflict Actors	Main actors	(1) Youth (2) Outsiders from Payam	(1) Youths (2) Landowners, (3) Community Leaders (4) Government
		Their interests, goals, positions, capacities?	(1) Marriage (2) wealth accumulations	(1) to get more land (2) to get more wealth (3) Employment
		The relation between the actors / parties?	(1) cause enormity 2) Good relationship	(1) Get money or land (2) Good relationship and marriage families
4	Conflict Dynamics	How did the conflict develop	(1) It started by stealing the livestock	(1) Conflict started recently due to economic crises (2) Youth and men became idles and drunkenness
		What are the conflict trends	It started in 2008 when some of other neighbours started to raid goats, stealing. This led to organised raids	(1) Conflict started in 2017 due to economic crises (2) Youth and men became idle, and drunkenness or criminology started
		The most important changes in actors, factors/causes, and in society at large?	(1) Poverty level increase when people lost their animals (2) Cattle raiding is encouraging	(1) Poverty level increase when people lost farming areas (2) Quarrelling and fighting due to land grappling
		Level conflict or conflict risk at high, medium, or low	(1) Medium level	(1) Medium level
5	Community Lead Action Plan	The Contribution to peace and conflict resolution	(1) Hold community meetings and return the raided cattle and goats (2) Arrest the cattle raider (3) Provide training on peace building and conflict resolution (4) Awareness and making community dialogues (5) Deploy police in the hot spot to stop raiding (6) Organise dialogues between the cattle raiders	(1) Provide capacity building training to youth on IGAs (2) Acquire land from the owners through negotiation or given by local authorities (3) provide training on peace building and conflict resolution (4) Awareness and creation community dialogues (5) Enforce law that will prevent children from early or forced marriage



Figure 1: Total Farmers Reached Under FEMA by Sex Per County

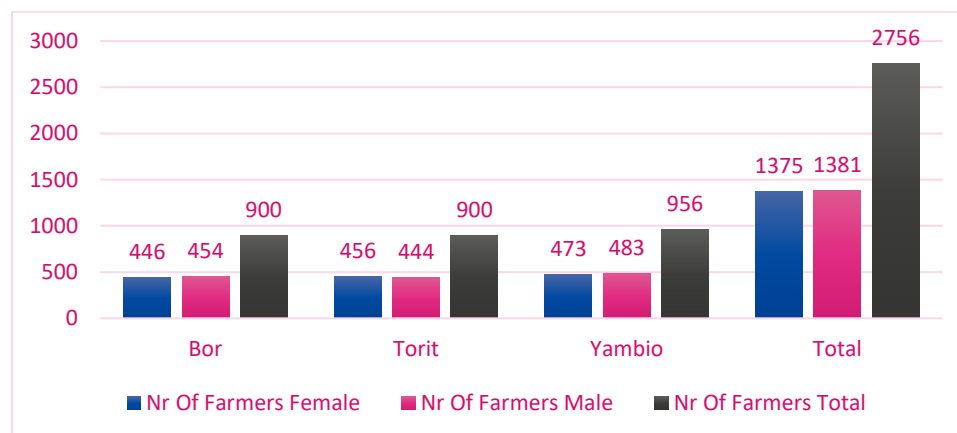


Table 6: Soft skill training Participants on GAP, PHH, VADD and Mkt

County	Directly Reached		Farmers Reached via F2FE on ...				Total Trained farmers on ...			
	Lead	Model	GAP	PHH	VADD	Mkt	GAP	PHH	VADD	Mkt
Bor	60	152	380	380	380	380	592	592	592	592
Torit	60	240	600	610	540	540	900	910	840	840
Yambio	60	247	599	637	637	637	906	944	944	944
<b>FSABSS</b>	<b>180</b>	<b>639</b>	<b>1579</b>	<b>1627</b>	<b>1557</b>	<b>1557</b>	<b>2398</b>	<b>2446</b>	<b>2376</b>	<b>2376</b>
<b>%age from 2756</b>	<b>7%</b>	<b>23%</b>	<b>57%</b>	<b>59%</b>	<b>56%</b>	<b>56%</b>	<b>87%</b>	<b>89%</b>	<b>86%</b>	<b>86%</b>

Table 7: Local Seed Support Per Value Chain

County	Maize VC			Sorghum VC			Gnuts VC		
	Nr of Farmers	Feddan	Qt of Seed in KG	Nr of Farmers	Feddan	Qt of Seed in KG	Nr of Farmers	Feddan	Qt of Seed in KG
Bor				660	918	3672	240	288	4320
Torit	47	55	550	358	388	1552	495	573	8595
Yambio	956	1273	12730						
<b>FSABSS</b>	<b>1003</b>	<b>1328</b>	<b>13280</b>	<b>1018</b>	<b>1306</b>	<b>5224</b>	<b>735</b>	<b>861</b>	<b>12915</b>
<b>%age from 2756</b>	<b>36%</b>			<b>37%</b>			<b>27%</b>		

Table 8: Women Backyard Vegetable Producers and Marketing Group

County	Total		
	Nr of Group	Member	Family Size
Bor	2	60	452
Torit	1	30	277
Yambio	1	30	303
<b>FSABSS</b>	<b>4</b>	<b>120</b>	<b>1032</b>

Table 9: Radio talk show, MOExt Field Day Event and PHH Support

Description	FSABSS	Bor	Torit	Yambio
<b>Radio Talk show</b>				
Nr of Session	55	18	21	16
Nr of Farmers share their experience	37	8	5	24
Estimated Nr of farmers listen the program	14910	7656	2254	5000
<b>Market Oriented Field Day Events</b>				
Nr of Event Organized	23	10	6	7
Nr of Groups Participated	120	30	44	46
Nr of Female Farmers Attended	963	196	298	469
Nr of Male Farmers Attended	1053	278	344	431
Nr of Value Chain Actors Attended	20	7	6	7
<b>PHH Support</b>				
Nr of Farmers trained in PHH	2446	592	910	944
Nr of Cooperatives supported by Tarpaulin & Sickle	45	11	13	21
Nr of FEMA Supported by Tarpaulin & Sickle	58	19	30	9
Nr of Tarpaulin Supported for Crop Drying	309	90	129	90
Nr of Sickle Supported for Sorghum Harvesting	279	150	129	NA

Table 10: 2020 Targets Average Crop Yield Per Feddan Per County

Crop	Baseline Yield Kg per Feddan	Bor Ave Yield		Torit Ave Yield		Yambio Ave Yield		FSABSS Ave Yield	
		Kg	% change	Kg	% change	Kg	% change	Kg	% change
Maize	330		0%	762	231%	502	152%	509	154%
Sorghum	183	262	143%	391	214%		0%	302	165%
Gnuts	352	258	73%	387	110%	380	108%	337	96%

Table 11: Number of Farmers reported Increase in Yield Per VC

Crop	Yield Kg per Feddan		Nr of Farmers Participated in Yield Data Collection				Estimated Farmer Reported Increase in Yield	
	Baseline	Expected increase by (>+30%)	Sex	Nr of Farmers Participated	Nr of Farmers Reported High Yield	% age form Participants	Nr of Farmer Supported per VC	Nr of Farmers with high Yield
Maize	330	>429	Female	284	144	51%	1003	534 53% of 1003
			Male	285	159	56%		
			Total	569	303	53%		
Sorghum	183	>238	Female	193	145	75%	1018	765 75% of 1018
			Male	233	175	75%		
			Total	426	320	75%		
Gnuts	352	>458	Female	186	37	20%	735	159 22% of 735
			Male	194	45	23%		
			Total	380	82	22%		

Figure 2: 2019 Targets Average Crop Yield Per Feddan By Sex

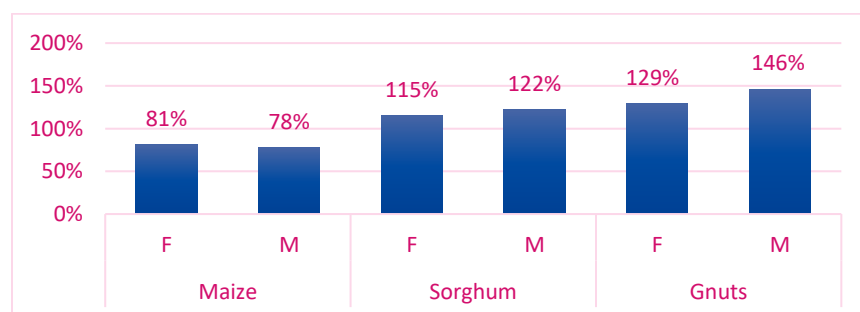


Table 12: 2019 Targets Average Crop Yield Per Feddan By County

Crop	Baseline Yield Kg per Feddan	Sex	Torit Ave Yield		Yambio Ave Yield		FSABSS Ave Yield	
			Kg	% change	Kg	% change	Kg	% change
Maize	330	Female	675.0	205%	587.4	178%	597.9	181%
		Male	647.5	196%	584.7	177%	587.5	178%
Sorghum	183	Female	392.9	215%		0%	392.9	215%
		Male	405.9	222%		0%	405.9	222%
Gnats	352	Female	344.0	98%	909.8	258%	806.6	229%
		Male	390.9	111%	900.0	256%	864.6	246%

Figure 3: Income Change Trend per County

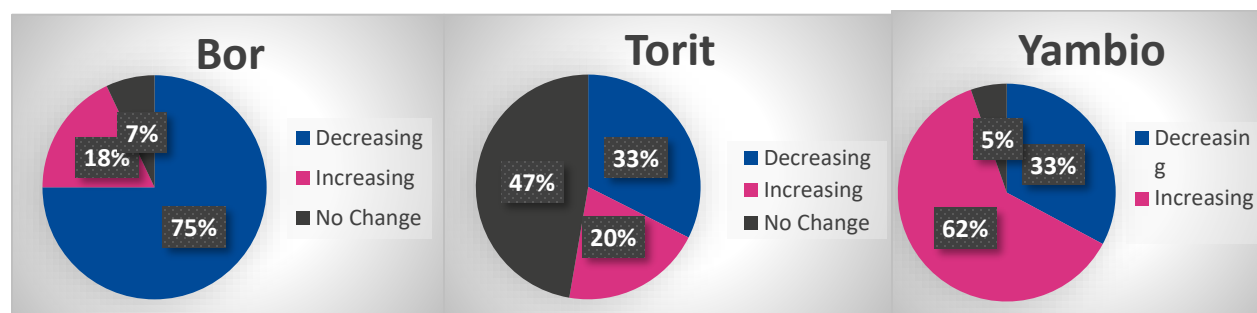


Figure 4: Number of Cooperatives Supported

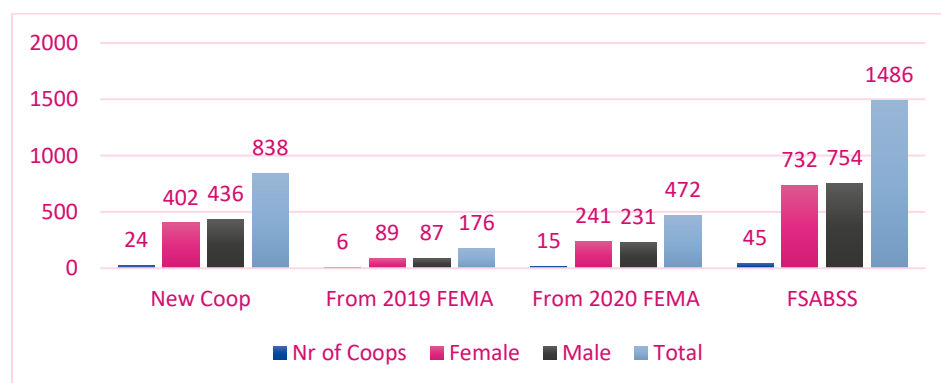


Table 13: Type of Training Provided for Cooperatives

Description	FSABSS	Bor	Torit	Yambio
Number of Coops formed	45	8	17	20
Scoping	45	8	17	20
Assessment	3	1	1	1
Action Plan Prepared	34	8	11	15
<b>Radio Talk show</b>				
Number of Session	55	18	21	16
Number of Farmers share their experience	24	8	7	9
Estimated Number of farmers listen the program	7364	2364	0	5000
<b>Training and Coaching on...</b>				
Market-Oriented Extension Service	1407	717	0	690
MyCoop	80	16	42	22
Governance and Leadership	80	16	42	22
Finance Management and Record Keeping	80	16	42	22
Business Skill and Marketing	80	16	42	22



Table 14: Private Sector Engagement Summary

Private Sector and Agribusiness Sector	Product or service planned to produce or provide by the Private Sector	Approved Grant in USD	PS Contribution	Loan from A2F RLF (RUF1)	Total Business Capital in USD
<b>Bakiki Quality Seed - Yambio - input supply - expansion</b>	To enhance local seed production through contract farming To import quality/improved seeds, farm tools and post-harvest handling technologies and supply to farmers with fair price To Provide embedded service/extension services to customers To Provide transport, ploughing and threshing (maize and groundnut) services with fair price	19,503.00	12,844.00	1,497.00	33,844.00
<b>Amoria poultry farm - Juba - feed and poultry farm mgt</b>	To Procure maize, sunflowers, white sorghum, and soybeans from farmers in Yambio, Bor and Torit, in a competitive price To establish poultry feed processing mill To Process Poultry feeds, To supply poultry Feed to Poultry farms through Agro dealer in Juba, Yambio, Bor and Torit Raring chicken and sell to other poultry keepers in Juba and countryside (focusing youth and women) To supply the market with chicken meat and eggs	20,670.00	11,774.00	19,122.00	51,566.00
<b>Pioneer - Juba - Poultry Feed</b>	To Procure Maize and soya bean from farmers in Yambio, Bor and Torit, in a competitive price To process quality Maize flour and supply to the Market To formulate poultry feed from maize bran and soya bean To supply poultry Feed to Poultry farms through Agro dealer in Juba, Yambio, Bor and Torit	14,000.00	13,800.00	6,000.00	33,800.00
<b>Family Mirror - Bor - Sorghum and Gnuts VADD</b>	To procure groundnut and Sorghum from local producers in a competitive price To process Groundnut paste and sorghum flour To supply the products into the local market	16,531.00	21,508.00	9,468.00	47,507.00
<b>WAP Input Supply - Bor - new market</b>	To enhance local vegetable seed production through contract farming To import quality/improved seeds, farm tools and post-harvest handling technologies and supply to farmers with fair price	9,700.00	7,908.00	2,162.00	19,770.00
<b>Hagana - Juba - Gnuts and Honey VADD from Yambio</b>	To procure honey and groundnut from Yambio in a competitive price Providing capacity building to farmers to enhance honey and groundnuts production Providing linkage between beekeepers and input suppliers for bee keeping kits To add value on honey and groundnut and sell out at locally affordable prices, Recruit agents as distributors of Hagana products creating an opportunity for retail businesses Support to farmers and women groups to engage in savings associations	11,434.00	16,156.00	8,566.00	36,156.00
<b>Total</b>		<b>91,838.00</b>	<b>83,990.00</b>	<b>46,815.00</b>	<b>222,643.00</b>
<b>Capital share</b>		<b>41%</b>	<b>38%</b>	<b>21%</b>	

Table 15: Trained BDA and YWE, including Coached YWE.

County	Trained BDA			Trained YWE in BST			Coached YWE in Business Plan		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Yambio</b>	5	1	6	27	11	38	29	10	39
<b>Bor</b>	9	1	10	19	5	24	15	5	20
<b>Torit</b>	7	1	8	6	10	16	5	2	7
<b>Juba</b>				6	23	29	9	1	10
<b>FSABSS</b>	<b>21</b>	<b>3</b>	<b>24</b>	<b>58</b>	<b>49</b>	<b>107</b>	<b>58</b>	<b>18</b>	<b>76</b>

Table 16: Scouted, Validated, Trained and Coached MSMEs

County	Scouting			Validation				Trained in BST			Coaching on BP			
	M	F	T	Confirmed	Conditional	Rejected	Unreachable	Total	M	F	T	M	F	T
<b>Torit</b>	31	31	62	28	11	12	11	62	6	10	16	5	3	8
<b>Yambio</b>	62	9	71	29	4	19	19	71	31	13	44	13	5	18
<b>Bor</b>	38	2	40				40	40	0	0	0	12	1	13
<b>FSABSS</b>	<b>131</b>	<b>42</b>	<b>173</b>	<b>57</b>	<b>15</b>	<b>31</b>	<b>70</b>	<b>173</b>	<b>37</b>	<b>23</b>	<b>60</b>	<b>30</b>	<b>9</b>	<b>39</b>

Table 17: Supported VEMSA Performance

Description	FSABSS	Bor	Torit	Yambio
<b>Number of VEMSA formed</b>	60	20	20	20
<b>Total Number of Members</b>	1683	480	600	603
Nr of Female Members	1035	278	370	387
Nr of Male Members	648	202	230	216
<b>VEMSA Elected the Management Committee (MC)</b>	60	20	20	20
Nr of Female MC Members	279	83	94	102
Nr of Male MC Members	201	77	66	58
<b>VEMSA Finalized Bylaw</b>	60	20	20	20
<b>Financial Status</b>				
Amount of Saving Mobilized in SSP	2,352,100.00	304,000.00	727,200.00	1320900
Amount of Social fund Contributed in SSP	155,160.00	21,320.00	66,040.00	67800
Amount of Loan disbursed in SSP	203,000.00	203,000.00	0	0
<b>Training and Coaching on ...</b>				
IGA SPM	1080	480	600	0
Financial Literacy	1164	564	600	0

Table 18: Access to Finance performance as of Dec 2020

Function/Agribusiness	Nr of Agribusiness	F	M	T	Loan in SSP	Loan in EURO
<b>Input Supply</b>	<b>4</b>	<b>10</b>	<b>14</b>	<b>24</b>	<b>3,050,000.00</b>	<b>16,310.16</b>
Cooperative	1	8	13	21	1,200,000.00	6,417.11
MSME	2	1	1	2	1,150,000.00	6,149.73
YWE	1	1		1	700,000.00	3,743.32
<b>Processing</b>	<b>8</b>	<b>31</b>	<b>40</b>	<b>71</b>	<b>5,900,000.00</b>	<b>31,550.80</b>
Cooperative	2	17	17	34	800,000.00	4,278.07
FEMA	2	14	19	33	1,200,000.00	6,417.11
Individual	1		1	1	200,000.00	1,069.52
YWE	3	0	3	3	3,700,000.00	19,786.10
<b>Production</b>	<b>26</b>	<b>402</b>	<b>447</b>	<b>849</b>	<b>12,675,000.00</b>	<b>67,780.75</b>
Cooperative	20	393	433	826	9,850,000.00	52,673.80
FEMA	1	8	10	18	1,050,000.00	5,614.97
Individual	2		2	2	275,000.00	1,470.59
YWE	3	1	2	3	1,500,000.00	8,021.39
<b>Poultry</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>600,000.00</b>	<b>3,208.56</b>
YWE	1	0	1	1	600,000.00	3,208.56
<b>FSABSS</b>	<b>39</b>	<b>443</b>	<b>502</b>	<b>945</b>	<b>22,225,000.00</b>	<b>118,850.27</b>

Note: 1 EURO=186.99 SSP



Table 19: Summary of Jobs Created due to the Project.

Nr	County	Payama	Agribusiness Owner	Type of Agribusiness	Type of Job	Number of Jobs Created			Salary/Wage
						F	M	T	
1	Yambio	Yambio	Gabat Coop	Maize/G Nuts Production and Cassava Processing	Motorbike Riding	0	1	1	1 staff with 3000 SSP/week, 12000 SSP/month.
					Cassava Milling Machine Operator	0	1	1	1 staff with 10,000 SSP/month.
2	Yambio	Yambio	Nangbonbo Coop	Maize Production/Milling	Maize Processing Machine Operator	3	4	7	7 staff with 5000 SSP/ month
3	Yambio	Yambio	Ngindo Coop	Maize Grain Processing	Maize Processing	1	2	3	1 staff with 4000 SSP/month, 2 staff with 4000 SSP/month
4	Torit	Nyong	Khemisa Marleen	St. Monika Vegetable Production Farm	Vegetable Farm Mgt	0	3	3	3 staffs each with 5,000 SSP/Month
5	Torit	Nyong	Duku Luke Elizeo	Poultry Production	Poultry Farm Staffs	0	2	2	2 staffs each with 5,000 SSP/Month
6	Torit	Nyong	Layet Enice	Grains Whole Seller	Salesperson, Guard and Storekeepers	1	2	3	3 staffs each with 10,000 SSP/Month
7	Torit	Nyong	Sebit Jackson C.	Grains Whole Seller	Salesperson, Guard and Storekeepers	1	3	4	1 Female with 10,000 SSP and 3 male 5,000 SSP/month
8	Yambio	Yambio	Naumba Alice Gordon	Input Supply	Salesperson, Farmer trainer and Part timer cleaning the shop,	1	2	3	10,000 SSP for each Male and 8,000 For Female
9	Yambio	Yambio	Michael Aliam	Maize Processing	Chief Machine Operators, Assistant Machine Operator, Packaging, Accountant, Mechanic and Cooker/cleaner	2	6	8	8,000 SSP to Machine Operator, 5,000 SSP to each assistant, Accountant is paid 5,000 SSP and Cook is paid 6,000 SSP
10	Yambio	Yambio	Alison Mundari Peter	Fruits Processing	Juice Processing and selling in shifts.	1	2	3	7,000 SSP is paid to two people each 1 Male & 1 Female. But one is paid 7,500 SSP
11	Yambio	Yambio	Mamu Benson	Tomatoes	Vegetable Farm Mgt	1	2	3	43,000 for all the three people per month
12	Yambio	Yambio	Singbatiyo Justine	Vegetables	Vegetable Farm Mgt	1	3	4	5,000 SSP is paid to the casual workers and the Female staff is paid 20,000 SSP per month,
<b>Total</b>						<b>12</b>	<b>33</b>	<b>45</b>	

## 9.2 Result Data and Tabular Report for current period

### I. Result Data (Outcome and Output Indicators Report as of Dec 2020)

Level	Description	Indicator	Unit of measurement	Baseline data		Overall Target	2019 Achievement	2020 Achievement	Achievement from overall Target in %age	Remark for 2020		
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)	# of farmers	Maize	330	8000	1845	1458	41%			
				Sorghum	183							
				Ground Nuts	352							
		# of agribusinesses established and expanded to create job due to developed/ upgraded/ updated value chains (disaggregated by sex)	# of agribusinesses	No Baseline data		450	9	37	10%			
				# of farmers who have increased their income sources (disaggregated by sex)	# of farmers	Bor in SSP	24,656.00	8000	935		1293	28%
						Yambio in SSP	11,560.00					
Torit in SSP	17,504.00											
LTO 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	# of HHs		47%*500 (sample size)	8000	2593	2511	64%			
MTO A1	Enhanced DRR and trust in targeted communities	# of CMDRR Plan implemented by target Communities	# of CMDRR Plan	Bor	17% (85)	105	30	22	50%			
				Torit	7% (35)							
				Yambio	5% (25)							
Output A1.1	Community Managed Disaster Risk Reduction Plans & Peace Dialogues Operational	# of Peace and CMDRR dialogue conducted by committees with neighbouring community	# of dialogue	Bor	0%	136	0	52	38%			
				Torit	0%							
				Yambio	0%							
Output A1.2	Communities applying early warning system (EWS) in agriculture	# of farmers/HHs applied early warning system (EWS) (disaggregated by sex)	# of farmers	Bor	17%	8000	2593	2511	64%			
				Torit	21%							
				Yambio	14%							
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)	# of farmers	Bor	59%	8000	2593	2511	64%			
				Torit	52%							
				Yambio	46%							
MTO A2	Continued Action Research Supporting Informed Decision Making	# of lessons learnt incorporated in Project Implementation through evidence-based action research	# of lessons		0	4	1	0	25%	Carryover to 2021 and Annual LTO/MTO Indicators Survey Conducted		



Level	Description	Indicator	Unit of measurement	Baseline data		Overall Target	2019 Achievement	2020 Achievement	Achievement from overall Target in %age	Remark for 2020
Output A2.1	Lessons learnt generated from action research	# of lessons learnt and recommendations documented from action research	# of lessons		0	8	2	0	25%	Carryover to 2021 and Annual LTO/MTO Indicators Survey Conducted
LTO B	Enhanced sustainable production and productivity	Volume of yields per hectare cultivated increased in % by farmers (crops, vegetable & fruit)	% change in yields	Maize	330	30%	142%	154%		
				Sorghum	183		195%	165%		
				Groundnuts	352		114%	96%		
		# of hectares cultivated increased in % by farmers (crops, vegetable & fruit)	% change in hectare	Maize	0.76	50%	135%	77%		
				Sorghum	0.74		134%	69%		
				Groundnuts	0.58		138%	95%		
MTO B1	Availability of and Access to Agricultural Inputs (seeds, fertilizers, pesticides, tools) ensured	# of farmers accessed the available improved agricultural inputs (disaggregated by sex)	# of farmers	Farmers	0	8000	3019	2756	34%	
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	# of channels		0	6	0	5	83%	
		Total value of inputs increased (seeds, HST, fertilizer and tools) supplied to the farmers by private input suppliers through different channels	Percentage		0	30%	0	0%	0%	
		# of agro input dealers established (disaggregated by sex)	# of agro input dealers		0	9	0	5	56%	
Output B1.2	Improved seed production by targeted farmers	# of farmers who produce improved seed (disaggregated by Sex)	# of farmers		0	30	0	0	0%	Carryover to 2021
		Volume of improved seeds produced by farmers in Kg	Kgs		0	6000	0	0	0%	Carryover to 2021
Output B1.3	Local seed testing facilities established and operational	# of local seed testing facilities established and operationalization supported	# of Counties		0	3	0	0	0%	Carryover to 2021
MTO 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)	# of farmers	Female	0	6500	1845	1458	51%	
				Male	0					
		# of farmers who joined cooperatives (disaggregated by sex)		Female	1%	4750	609	1310	40%	
				Male	6%					

Level	Description	Indicator	Unit of measurement	Baseline data		Overall Target	2019 Achievement	2020 Achievement	Achievement from overall Target in %age	Remark for 2020
Output B2.1	Farmers apply good and climate smart agricultural practices	# of FEMA/FEMA successfully completed the cycle	# of FEMA/FEMA		0	350	100	79	51%	
Output B2.2	SSAPU Operations & Extension Service Delivery Improved	# of farmers benefited from SSAPU Extension services (disaggregated by sex)	# of farmers	Female	0	5000	2400	1486	78%	
				Male	0					
		# of primary cooperatives joined SSAPU	# of Coops	Bor	111	100	57	39	96%	
				Torit	63					
				Yambio	170					
LTO C	Improved inclusive agri-business market functioning	# of farmers access the available improved formal markets outlets (disaggregated by sex)	# of farmers	Female	0	8000	562	2016	32%	
				Male	0					
MTO C1	Adequate and relevant Market Information Accessible and Available for Farmers and Agribusinesses	# of farmers using market information as part of their decision making (disaggregated by sex)	# of farmers		0	8000	562	2016	32%	
		# of Agribusinesses owners using market information as part of their decision making (disaggregated by sex)	# of agribusiness		0	750	0	41	5%	
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)	# of farmers		0	8000	562	2016	32%	
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	# of Calendar		0	24	3	3	25%	
		# of market messages and cropping Calendars shared by extension workers	# of message		0	24	3	9	50%	
		# of market messages and cropping Calendars broadcasted through local radio	# of message		0	24	3	9	50%	
MTO C2	Improved post-harvest handling and physical market infrastructure	# of farmers that make use of the available post-harvest facilities (disaggregated by sex)	# of farmers		0	8000	0	3594	45%	
Output C2.1	Improved warehouse facilities at county/local level	# of warehouses being functional (main and local)	# of warehouses		0	3 (18)	0	0	#VALUE!	Carryover to 2021
Output C2.2	Post-harvest handling technologies adopted	# of farmers adopted at least one type of the available Hermetic Storage Tech (HST) such as PICS-bags,	# of farmers		0	6500	0	0	0%	Carryover to 2021
MTO C3	Market Linkages Enhanced through Cooperatives/ Associations/ Farmer Organizations	# of Value Chains developed/ upgraded/ updated	# of Value chain		0	7	10	3	186%	
		# of farmers adding value to their commodities (disaggregated by sex)	# of farmers		0	5000	0	2376	48%	

Level	Description	Indicator	Unit of measurement	Baseline data		Overall Target	2019 Achievement	2020 Achievement	Achievement from overall Target in %age	Remark for 2020
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)	# of farmers		0	10000	4267	3594	79%	
		# of Value Chains actors linked with each other (disaggregated by sex).	# of actors		0	60	3	15	30%	
LTO D	Improved performance of cooperatives and Agri-MSMEs and new jobs are created	# of Cooperative and Agri-MSMEs owners improved income performance	# of Cooperative and Agri-MSMEs		0	120	8	31	33%	
		# of jobs created in agribusiness across the value chain (disaggregated by sex)	# of Jobs		0	90	2	54	62%	
MTO D1	Cooperatives have adequate organizational and financial management capacity	# of cooperatives which have improved performance on organizational and financial management	# of Coops		0	135	8	45	39%	
Output D1.1	Cooperatives organizational and financial management capacity improved/enhanced	# of cooperatives which have improved FHC scores	# of Coops		0	135	8	45	39%	
		# of cooperatives with positive cost-benefit analysis	# of Coops		0	135	8	45	39%	
MTO D2	Women, youth, MSMEs are capable and equipped with skills to start and grow their business	# of Business grow after one year	# of business		0	500	0	12	2%	
Output D2.1	Functional Business Support Ecosystem in the Project Locations for VEMSA, Co-ops and MSMEs	# of Functional Business Support Ecosystem established in the three Project Locations	# of Counties		0	3	3	0	100%	
		# of RBDS Developed for VEMSA and MSMEs contextualized per value chain per programme location for (il) literates	# of RBDS Developed		0	1	0	1	100%	
		# of VEMSA, Co-ops and MSMEs operators Entrepreneurial and Business Knowledge increased (disaggregated by sex)	# of trainees		0	1450	170	448	43%	
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)	# of agribusiness		0	200	2	7	5%	
		# of youth and/or women-led businesses have grown/expand their businesses (disaggregated by sex)	# of agribusiness		0	50	0	2	4%	
		# of youth and/or women-led businesses demonstrated sustainable performance (disaggregated by sex)	# of agribusiness		0	250	0	8	3%	

Level	Description	Indicator	Unit of measurement	Baseline data		Overall Target	2019 Achievement	2020 Achievement	Achievement from overall Target in %age	Remark for 2020
MTO D3	Availability of- and Access to Appropriate Financial Products and Services Ensured	# of farmers, VEMSA, Coops and MSMEs that have access to and received an appropriate loan products and financial services	# of VEMSA, Coops and MSMEs		0	3895	267	678	24%	
Output D3.1	VEMSA, Co-ops & MSMEs have Bankable BP & access to finance services	# of VEMSA which increased their group savings	# of VEMSA		0	120	0	60	50%	
		# of appropriate financial products developed for different type of crops and agri-businesses	# of loan products		0	6	3	0	50%	
		# of MSME, YWE, VEMSA, Coops and farmers' prepared bankable business plan	# of bankable business plan developed		0	4495	111	152	6%	
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)	# of farmers		0	3000	266	669	31%	
		# of agri-businesses owners have access to and received an appropriate loan products and financial services	# of agribusiness		0	895	8	31	4%	
		# of target farmers and agri-business representative's financial literacy enhanced (disaggregated by sex)	# of farmers		0	5000	187	0	4%	

## II. 2020 FSABSS Activity Report

Activity Code	Budget Line	Description	Unit of Measure	Responsible Organization	Budget in EURO	Target	Achievement	%age	Remark
A1.1.1	Staff Time	Joint agribusiness bottlenecks/risk assessment and analysis at Boma and county level including climate smart agriculture practices	# of Counties	Cordaid	Staff Time	3	3	100%	
A1.1.2	B411	ToT in Peace dialogue and CMDRR facilitation skill	# of trainees	Cordaid	2,100.00	8	51	638%	Government extension workers, SSAPU field facilitators, CORDAID extension workers, SPARK BDAs,
A1.1.3	B412	Strengthening "Peace & CMDRR committees" in peace dialogue and CMDRR	# of Committee's	Cordaid	3,000.00	40	22	55%	
A1.1.4	B412	Train local Government and other Stakeholders on Peace Building and Conflict Resolution	# of trainees	Cordaid	4,500.00	150	80	53%	
A1.1.5	B413	Communities training and awareness raising on Peace Dialogue and CMDRR	# of farmers	Cordaid	6,000.00	1000	2511	251%	During different events via radio talk show, and directly by CMDRR committees the community reached 51% female, (360 in Bor, 1119 in Torit, and 1032 in Yambio)
A1.2.1	B414	Support Early Warning Information Dissemination Systems	# of Counties	Cordaid	11,700.00	3	3	100%	
A1.2.2	Staff Time	Support Communities to meet and discuss disaster and hazard coping mechanisms	# of farmers	Cordaid	Staff Time	2700	2511	93%	51% female, (360 in Bor, 1119 in Torit, and 1032 in Yambio)
A1.2.3	B414	Support Communities to actively disseminate EWS messages	# of farmers	Cordaid	Staff Time	2700	2511	93%	51% female, (360 in Bor, 1119 in Torit, and 1032 in Yambio)
A1.3.1	Staff Time	Joint disaster risk analysis to build resilience to natural and man-made hazards	# of Counties	Cordaid	Staff time	3	3	100%	The PDRA conducted in 22 Bomas of the three counties
A1.3.2	B413	Communities develop and disseminate early warning action plans including climate smart agriculture and nutrition practices	# of EWAP	Cordaid	6,000.00	48	52	108%	Including 2019 CLAP and some started to implement (21 in Bor, 17 in Torit, and 14 in Yambio)
A2.1.1	Staff Time	Inventory and concept decision on Action Research questions	Ls	Cordaid	Staff time	Ls		100%	

Activity Code	Budget Line	Description	Unit of Measure	Responsible Organization	Budget in EURO	Target	Achievement	%age	Remark
A2.1.2	B421	Development of scoping paper (relate to literature) and define operational research frame	# of AR	Cordaid	600.00	1		0%	Replaced by annual LTO/MTO Survey
A2.1.3	B423	Conduct an Action Research on Learning Questions (data collection)	# of AR	Cordaid	3,000.00	1		0%	Replaced by annual LTO/MTO Survey
A2.1.4	B424	Reflection and learning sessions facilitated (Sensemaking and define new cycle of Action Research)	# of AR	Cordaid	6,000.00	1		0%	Replaced by annual LTO/MTO Survey
A2.1.5	B422	Final decisions regarding research and Training in Action Research	# of AR	Cordaid	6,000.00	1		0%	Replaced by annual LTO/MTO Survey
A2.1.6	B425	Coaching, follow up (skype and otherwise) and documentation	# of AR	Cordaid	1,500.00	1		0%	Replaced by annual LTO/MTO Survey
B1.1.1	Staff Time	Conduct needs assessment and map sources of inputs used by farmers in the county	# of Counties	Cordaid	Staff Time	3	3	100%	The input suppliers number increased by 5 (2 Bor, 2 Torit and 1 Yambio)
B1.1.2	Staff Time	Conduct need assessment and map the available input supply and dealers in the county	# of Counties	Cordaid	Staff Time	3	3	100%	
B1.2.1	B211	Selected local farmers are trained in good quality seed production	# of farmers	Cordaid	-	45	0		Carryover to 2021
B1.2.2	Staff Time	Support farmers in early generation seed (basic seed)	Kg of seeds	Cordaid	Staff time	3000	0		Carryover to 2021
B1.3.1	B212	Support operationalization of local seed testing facilities	# of Counties	Cordaid	4,500.00	3	0		Carryover to 2021
B1.3.2	B213	Support local low-tech seed enhancement	# of Counties	Cordaid	7,500.00	3	0		Carryover to 2021
B2.1.1	Staff Time	Identification of FEMA groups with development potential in the counties	# of FEMA	Cordaid	Staff time	90	90	100%	30 in each county (11 in Bor flooded - 6 in Jale and 5 in Baidit)
B2.1.2	Staff Time	Establish and strengthen FEMA to function sustainably in the counties	# of FEMA	Cordaid	Staff time	90	90	100%	30 in each county (11 in Bor flooded - 6 in Jale and 5 in Baidit)
B2.1.3	B221	Provide training to Extension Workers in good and climate smart agricultural practices including nutrition education, gender, and resilience (Master training to extension workers)	# of Extension workers	Cordaid	20,000.00	20	51	255%	Government extension workers, SSAPU field facilitators, CORDAID extension workers, SPARK BDAs,



Activity Code	Budget Line	Description	Unit of Measure	Responsible Organization	Budget in EURO	Target	Achievement	%age	Remark
B2.1.4	B222	Provide Training to FEMA Lead farmers in good and climate smart agricultural practices including nutrition education, gender, and resilience	# of Lead farmers	Cordaid	6,800.00	180	180	100%	Due to COVID-19 we identified 639 model farmers (43% female) for F2FE. Totally we trained 819 lead/model farmers (42% female to coach and mentor following farmers
B2.1.5	B223	Establish and strengthening demonstration Fields in good and climate smart agricultural practices including nutrition education, gender, and resilience	# of demo sites	Cordaid	22,500.00	45	45	100%	15 in each county (5 in Bor flooded - 3 in Jale and 2 in Baidit)
B2.1.6	B222	Provide training to FEMA members by FEMA lead farmers in good and climate smart agricultural practices including nutrition education, gender, and resilience	# of farmers	Cordaid	24,600.00	2520	2266	90%	532 in Bor, 850 in Torit and 884 in Yambio (GAP, PHH, VADD and Mkt)
B2.1.7	B222 & B223	Enhance Household nutritional status through increase in fruit and vegetable and other crop production & consumption	# of farmers	Cordaid	4,500.00	2000	1032	52%	The project established 4 women groups, comprises of 120 members (6 men in Bor), in the three counties and strengthen by providing training and farm tools support
B2.2.1	B225	SSAPU deliver extension services to cooperative members and non-members	# of farmers	Agriterra	96,000.00	2070	2571	124%	51% female; 46% youth; and 1085 from 2019 coops members
B2.2.2	B226	Support SSAPU extension service provision through institutional Strengthening support	# of SSAPU	Agriterra	Staff Time	3	3	100%	
C1.1.1	B224	Develop and roll out a mobile application with GAP Information and market-oriented extension services	Ls	Cordaid	Staff Time	1		0%	Carryover to 2021
C1.1.2	B224	Farmer's access market-oriented extension services	# of farmers	Cordaid	6,000.00	2700	2196	81%	532 in Bor, 780 in Torit and 884 in Yambio
C1.1.3	Staff Time	Farmer's access improved market for their produce	# of farmers	Cordaid	Staff time	1500	2016	134%	Due to MOExt field days, 15 business-to-business (B2B) linkages (6 in Bor, 5 in Torit and 4 in Yambio) created
C1.2.1	B111	Finalize and share Cropping and Marketing calendars	# of calendars	Cordaid	Staff Time	3	3	100%	
C1.2.2	B111	Support Value Chain Actors to share production and marketing information	Ls	Cordaid & SPARK	1,500.00	3	2	100%	Conducted during MSP in Torit and Yambio

Activity Code	Budget Line	Description	Unit of Measure	Responsible Organization	Budget in EURO	Target	Achievement	%age	Remark
C1.2.3	B111	Support individual Farmers to use market information as part of their decision making	Ls	Cordaid & SPARK	3,000.00	1000	2016	202%	48% female, (474 in Bor, 642 in Torit, and 900 in Yambio)
C1.2.4	B111	Support farmer groups to use market information as part of their decision making	# of FEMA	Cordaid	3,000.00	60	80	133%	Including 2019 FEMA
C1.2.5	B111	Support VEMSA to use market information as part of their decision making	# of VEMSA	Cordaid	1,500.00	21	21	100%	They are part of Coops and FEMA
C1.2.6	B111	Support Cooperatives to use market information as part of their decision making	# of Coop	Agriterra and Cordaid	1,500.00	41	40	98%	Includingg 2019 coops
C2.1.1	B122	Facilitate rehabilitation/construction main joint warehouses	# of Warehouses	Cordaid	45,000.00	3	0	0%	Carryover to 2021
C2.1.2	B123	Facilitate rehabilitation locally appropriate joint warehouses	# of Warehouses	Cordaid	32,400.00	18	0	0%	Carryover to 2021
C2.2.1	B121	Support Individual Farmers to access and use Hermetic Storage Technology (HST)	# of farmers	Cordaid	10,800.00	5400	3594	67%	2446 farmers (592 in Bor, 910 in Torit and 944 in Yambio) trained in PHH while we supported 45 Coops and 58 FEMAs with Trapline and Sickle to improve harvesting and drying practice by 3594 farmers
C2.2.2	B121	Support Farmer Groups to access and use HST	# of FEMA	Cordaid	8,100.00	180	0	0%	Carryover to 2021
C2.2.3	B121	Support Cooperatives to access and use HST	# of Coop	Cordaid	8,100.00	80	0	0%	Carryover to 2021
C3.1.1	B131	Conduct value chain analysis	# of assessment	Cordaid					Done in 2019
C3.1.2	Staff Time	Conduct needs and capacity assessment of value chain actors	# of assessment	Cordaid	Staff time	3	2	100%	Conducted during MSP in Torit and Yambio
C3.1.3	B131	Establish and strengthening value chain focus multi stakeholder's platform (MSP) in each county	# of MSP	Cordaid	6,000.00	3	2	100%	Conducted in Torit and in Yambio, Bor MSP carryover to 2021 due to Flood
C3.1.4	B131	Establish linkage between different value chain and market actors	# of linkage	Cordaid	Staff time	3	15	100%	Due to MOExt field days, 15 business-to-business (B2B) linkages (6 in Bor, 5 in Torit and 4 in Yambio) created

Activity Code	Budget Line	Description	Unit of Measure	Responsible Organization	Budget in EURO	Target	Achievement	%age	Remark
C3.1.5	B131	Stimulate Private Sector Involvement in developed value chains (Agrodealer, CFSc, processor and seed support for this and next year)	# of Private Sector	Cordaid	63,000.00	4	6	150%	Six Private Sectors (Agro-input supply (Bakiki in Yambio and WAP in Bor), Poultry Feed Processing (Amaria and Pionner), Honey and Gnuts Processing (Hagana) and Sorghum and Gnuts Processing (Family Mirror))
C3.1.6	B131	Value Chain Strengthening (Input supply, farm tools support and innovative VCD) - Seed's support and the remaining balance for innovate VCD	Ls	Cordaid	40,500.00	2700	2756	102%	900 in Bor, 900 in Torit and 956 in Yambio
C3.1.7	Staff Time	Support improved market availability and access by farmer groups	# of farmers	Cordaid	Staff time	2700	2016	75%	48% female, (474 in Bor, 642 in Torit, and 900 in Yambio)
C3.1.8	Staff Time	Support improved market availability and access by VEMSA	# of VEMSA	Cordaid	Staff time	25	0	0%	
C3.1.9	Staff Time	Support improved market availability and access by cooperatives	# of Coop	Agriterra	Staff time	47	45	96%	
C3.1.10	Staff Time	Support VEMSAs to access and make use of services provided by ALOs/ extension workers	# of VEMSA	Cordaid	Staff time	35	60	171%	Including 25 VEMSA established in 2019
C3.1.11	Staff Time	Support Cooperatives to access and make use of services provided by ALOs/extension workers	# of Coop	Agriterra	Staff time	69	45	65%	
D1.1.1	Staff Time	Conduct scoping and assessments of each cooperative/group	# of assessment	Agriterra	Staff time	1	1	100%	Scoping conducted for 45 coops (Bor - 8; Torit - 17 and Yambio - 20)
D1.1.2	B221	Provide ToT to extension workers on Mycoop knowledge	# of Extension workers	Agriterra and Cordaid	10,000.00	20	51	255%	Government extension workers, SSAPU field facilitators, CORDAID extension workers, SPARK BDAs,
D1.1.3	B311	Provide (peer to peer) training and coaching on cooperative governance and leadership etc.	# of Coop	Agriterra	8,750.00	69	80	116%	From 80 Coops (Bor – 16; Yambio – 22; and Torit – 42) of 2019 and 2020
D1.1.4	Staff Time	Provide training and coaching to Cooperative board members and staffs to build Mycoop attitude	# of Coop	Agriterra	Staff time	69	80	116%	Board members from 80 Coops (Bor – 16; Yambio – 22; and Torit – 42) of 2019 and 2020

Activity Code	Budget Line	Description	Unit of Measure	Responsible Organization	Budget in EURO	Target	Achievement	%age	Remark
D1.1.5	Staff Time	Provide training and coaching to Cooperative members build to Mycoop attitude	# of Coop	Agriterra	Staff time	69	80	116%	920 members from 80 Coops (Bor – 16; Yambio – 22; and Torit – 42) of 2019 and 2020
D1.1.6	Staff Time	Support and strengthening Cooperatives to developed action plan	# of Coop	Agriterra	Staff time	30	31	103%	31 coops (Bor - 8; Torit - 11 and Yambio - 15)
D2.1.1	B3201	Support physical (infra)structure Agribusiness Hubs and Spokes	Year	SPARK	15,000.00	3	3	100%	In each county
D2.1.2	B3206-1	Develop & Adapt (il) literates training materials and coaching methodology in Entrepreneurship & Business Skills (Revision of Business Skill Training Materials)	# of training materials	SPARK	22,500.00	3	3	100%	Fine tuning 2019 materials and Basic Vegetable production techniques; and safe use and handling of Agro-chemicals
D2.1.3	B3206-2	Capacity Building of BDAs & Technicians in new Training materials in entrepreneurship and Business Skills (ToTs to TiTs)	# of BDA	SPARK	55,500.00	30	24	80%	(Bor 10 (1 female), Yambio 6 (1 female) and Torit 8 (1 female))
D2.1.4	B3208	Develop contextualized RBDS (business acceleration programme for (il) literates VEMSA and MSMEs	# of training materials	Cordaid	7,500.00	1	1	100%	We contextualized the C-BED training to meet our RBDS
D2.1.5	B3209	Provide RBDS/Business skills training to Coops, FEMA and VEMSA members for their group MSME (two persons per group)	# of VEMSA/# of coops/ # of FEMA members	Cordaid	39,000.00	125	281	225%	164 from 36 coops and 117 from 24 VEMSA; 40% females
D2.1.6	B3209	Provide coaching to VEMSA members to write Business Plans for group MSMEs (Group Members supported to write bankable business plans with their group enterprise)	# of VEMSA/# of coops/ # of FEMA members	Cordaid	Staff time	125	281	225%	164 from 36 coops and 117 from 24 VEMSA; 40% females
D2.1.7	B3209	VEMSA members engage in RBDS phase of peer-to-peer learning and are provided with coaching/mentoring after receiving access to finance for their group MSME.	# of VEMSA/# of coops/ # of FEMA members	Cordaid	17,250.00	125	0	0%	The loan product for VEMSA will be developed in 2021
D2.2.1	B3204	Awareness raising campaign and events	Event	SPARK	1,000.00	10	10	100%	
D2.2.2	B3207-1	Provide Innovations session and entrepreneurship training to (il) literate youth and/or women-led businesses (1-day training & scouting for BPC)	# of Business	SPARK	8,400.00	350	545	156%	24% females (162 in Yambio, 132 in Torit, 96 in Bor and 155 in Juba)

Activity Code	Budget Line	Description	Unit of Measure	Responsible Organization	Budget in EURO	Target	Achievement	%age	Remark
D2.2.3	B3205	Provide core business skills training to existing (il) literate youth and/or women-led businesses	# of Business	SPARK	20,000.00	100	107	107%	46% females (38 in Yambio, 24 in Bor, 16 in Torit and 29 in Juba)
D2.2.4	B3207-2	Support and strengthening (il) literate youth and/or women-led businesses to participate in business plan competitions for start-ups & provide coaching for writing bankable Business Plan	# of Business	SPARK	9,300.00	100	85	85%	9 from 2019 and 76 from 2020 (7 in Bor, 44 in Yambio, Bor 24 and Juba 10)
D2.2.5	Staff Time	Support (il) literate youth and/or women-led businesses to access financial services	# of Business	RUFI	Staff time	30	7	23%	2 from Torit and 5 from Yambio
D2.2.6	B3207-3	Provide one on one coaching and mentoring for (il) literate youth and/or women-led businesses after starting their own business	# of Sessions	SPARK	15,000.00	300	16	5%	Due to COVID-19 carry over to 2021
D3.1.1	Staff Time	Strengthening VEMSAs saving capacity	# of VEMSA	Cordaid	Staff time	60	60	100%	20 in each county
D3.1.2	B3202	Provide Business skill and IGA SPM training to VEMSAs	# of VEMSA	Cordaid	7,500.00	60	60	100%	20 in each county
D3.1.3	B3203	Support VEMSAs to access matching seed capital to kick start business	# of VEMSA	Cordaid	24,000.00	60	60	100%	20 in each county
D3.1.4	B3207-4	Scouting & Validation for Youth and women MSMEs	# of MSME	SPARK	21,710.00	260	173	67%	24% female (40 in Bor, 71 in Yambio, and 62 in Torit)
D3.1.5	B3210	Provide core business skills training to existing (MSMEs) youth and/or women-led businesses	# of MSME	SPARK	30,000.00	150	60	40%	38% female (44 in Yambio, and 16 in Torit)
D3.1.6	B3211	Provide coaching to write bankable Business Plans (MSMEs) youth and/or women-led businesses	# of MSME	SPARK	68,700.00	120	39	33%	23% female (13 in Bor, 18 in Yambio, and 8 in Torit)
D3.1.7	B3212	Provide one on one coaching/mentoring to existing (MSMEs) youth and/or women-led businesses	# of Sessions	SPARK	13,500.00	300		0%	Carryover to 2021
D3.2.1	Staff Time	Identification/mapping of MFIs/ VEMSAs/ SACCOs operating in the projects operational area	Ls	RUFI	Staff time	Ls		100%	
D3.2.2	Staff Time	Identification of banks or other money transfer mechanisms in the counties	Ls	RUFI	Staff time	Ls		100%	
D3.2.3	Staff Time	Develop an assessment tool to assess the capacity/performance of VEMSAs and SACCOs	# of assessment	Cordaid/RUFI	Staff time	1	1	100%	

Activity Code	Budget Line	Description	Unit of Measure	Responsible Organization	Budget in EURO	Target	Achievement	%age	Remark
D3.2.4	Staff Time	Support MFI's/VEMSAs and Sacco's to improve services	# of VEMSA	Cordaid/RUFI	Staff time	25	60	240%	all VEMSAs of 2019 and 2020
D3.2.5	Staff Time	Support MFI's and Sacco's in identifying the most efficient and effective ways of serving the target groups	# of MFI	Cordaid/RUFI	Staff time	Ls		100%	
D3.2.6	B331	Support MFI's and Sacco's to develop appropriate loan products and financial services (including exposure visit to neighbouring country)	# of MFI	Cordaid/RUFI	15,000.00	1		0%	Carryover to 2021
D3.2.7	Staff Time	Assess credit needs and level of financial literacy skills of farmers and agri-businesses	# of assessment	Cordaid	Staff time	Ls		100%	
D3.2.8	B333	Provide financial literacy training to target farmers and agri-businesses (adoption of financial literacy training)	# of farmers	Cordaid	-	2000		0%	Carryover to 2021
D3.2.9	B332	Set-up Revolving Loan Fund for VEMSAs, Cooperatives and MSMEs businesses	# of Loan fund	Cordaid/RUFI	90,000.00	Ls		100%	
D3.2.10	Staff Time	Support Farmers to access loan and financial Services from MFI	# of farmers	Cordaid/RUFI	Staff time	900	678	75%	616 under coop, 51 under FEMA, 2 individual, 2 MSME and 7 YWE
D3.2.11	Staff Time	Support Agrobusinesses/MSME/VEMSA/Coops to access loan and financial Services from MFI	# of agribusiness	Cordaid/RUFI	Staff time	65	31	48%	17 Coops, 3 FEMA, 2 Progressive individual farmers, 2 MSME and 7 YWE



### 9.3 Financial Report (January 1<sup>st</sup>, 2020 to December 31<sup>st</sup>, 2020)

The project allocated EURO 2.54 Million for actual implementation of the project activities of the year including human resources, monitoring and evaluation, equipment's and services, and travel. The overall spending is EUR 1.81 Million with 71 % burn-rate from allocated annual budget. Among the expenses, 76% is for direct project cost and 24% is for support cost. The below table shows the summary of the project budget utilization per budget heading per Consortium in this reporting period (for detail financial report please refer the attached financial report in another excel file).

Table 20: Financial Report Summary Per Budget Heading per Consortium in EURO

Budget Heading	CORDAID			AGRITERRA			SPARK			FSABSS		
	Plan	Utilized	BvA	Plan	Utilized	BvA	Plan	Utilized	BvA	Plan	Spent	BvS
<b>Human Resources</b>	659,071.42	568,294.68	86%	60,950.00	27,625.05	45%	246,680.00	239,611.00	97%	966,701.42	835,530.73	86%
<b>Program Activities</b>	581,450.00	301,304.92	52%	104,750.00	87,240.52	83%	280,610.00	185,427.00	66%	966,810.00	573,972.44	59%
Outcome 1	224,400.00	99,026.94	44%	-	-	-	-	-	-	224,400.00	99,026.94	44%
Outcome 2	106,400.00	77,110.19	72%	96,000.00	87,240.52	91%	-	-	-	202,400.00	164,350.71	81%
Outcome 3	200,250.00	96,423.11	48%	8,750.00	-	0%	280,610.00	185,427.00	66%	489,610.00	281,850.11	58%
Outcome 4	50,400.00	28,744.68	57%	-	-	-	-	-	-	50,400.00	28,744.68	57%
<b>M&amp;E, &amp; Accountability</b>	30,150.00	23,275.45	77%	-	-	-	-	-	-	30,150.00	23,275.45	77%
<b>Equipment &amp; Services</b>	146,600.00	154,095.42	105%	-	-	-	12,300.00	13,213.00	107%	158,900.00	167,308.42	105%
<b>Travel</b>	64,350.00	32,977.25	51%	50,500.00	3,830.98	8%	46,810.00	45,677.00	98%	161,660.00	82,485.23	51%
<b>Contingency Budget</b>	80,000.00	-	0%	-	-	-	-	-	-	80,000.00	-	0%
<b>Total Project Cost</b>	1,561,621.40	1,079,947.70	0.0	216,200.00	118,696.60	0.0	586,400.00	483,928.00	0.0	2,364,221.40	1,682,572.30	0.0
<b>Overhead Costs</b>	114,872.87	79,440.95	69%	18,815.89	10,330.16	55%	45,539.82	37,581.85	83%	179,228.58	127,352.96	71%
<b>Grand Total</b>	1,676,494.29	1,159,388.67	69%	235,015.89	129,026.71	55%	631,939.82	521,509.85	83%	2,543,450.00	1,809,925.23	71%

## 9.4 Project Coordination and Human Resource

### I. Project Coordination

The project overall coordination is led by Cordaid, through a Project Coordination Team comprising a Senior Project Manager, Agronomist & Value chain (AVC) Specialist, Senior Finance Controller and MEAL Manager based in Juba with frequent travel to the field as well as full time field office coordinators (in Yambio, Torit and Bor), Cordaid South Sudan Country Director is the Project Owner, Senior Project manager is the Project Leader and focal point of the consortium. The project is governed and coordinated by the Steering Committee (SC), Project Working Group Team (PWGT) and Technical Team (TT).

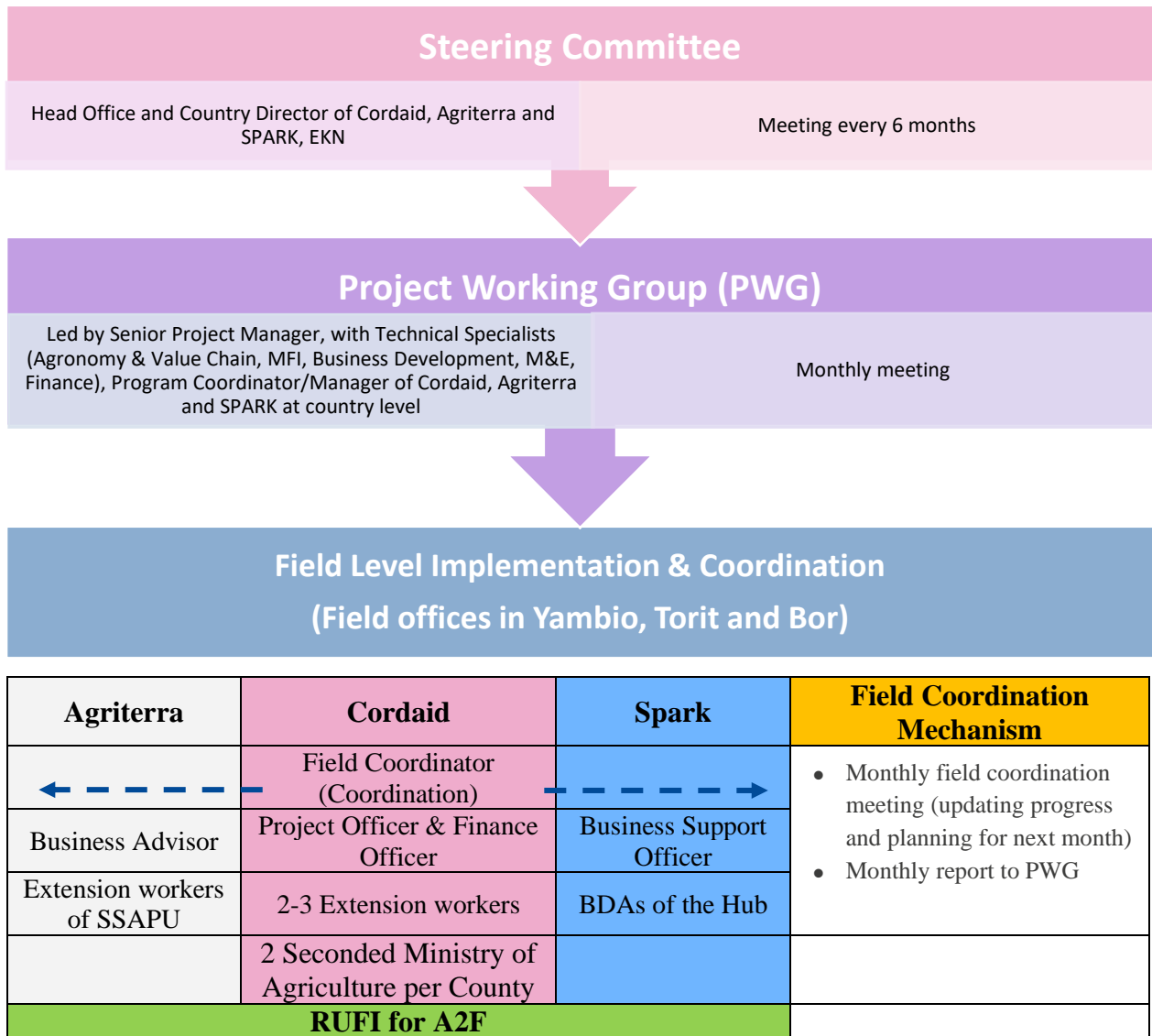
The Steering Committee (SC) comprise of two levels of membership – decision making and nonvoting members from Consortium Partners including EKN and Global Office. Cordaid South Sudan Country Director is the chair and project owner. The SC is the highest decision maker of the project that approves and endorses project annual plans and budgets. In addition, the SC will guide, follow, and ensure the project is following donor, GoSS and contract signed among consortium partners, the project team integration and communication, timely IATI reporting and following common project approaches and meet twice a year.

The Project Working Group Team (PWGT) consists of the Senior Project Manager, Micro-finance Specialist, Agronomist & Value Chain Specialist, and Resilience and Livelihood Programme Manager from Cordaid and Project Coordinator from SPARK and Business Advisor from Agriterra. The Senior Project Manager is the Chair and project leader. The PWGT prepare annual detail implementation plan, annual budget, implementation modalities, strategies, reporting, communication, capacity building and county level staff's integration and coordination and ensure that they are adhered. In addition, coordinate the running of the project.

The Technical Team (TT) comprise Field Office Coordinator, Project Officer, Extension Workers, and Finance & Admin Officer (Representing Cordaid); SSAPU Field Facilitators (Representing Agriterra); Business Support Officer (Representing SPARK) and Local Partners Project Officer. TT is the formal technical team in the target counties to implement the day-to-day activities of the project. The TT will prepare county level monthly detail implementation plan with required budget and support. The Field Office Coordinator is the focal point of the consortium at State and county.

## II. Human Resources

The project has engaged various qualified national and international professionals to implement the day to day to and oversee the overall implementation performance of the project at national and county level. The below picture shows more details on the project governance and coordination structure. In addition to the project staffs the project will engage consultants whenever necessary for instance to do action research, annual indicators survey, mid-term evaluation, end-term evaluation, develop VEMSA MIS, ... etc.



## 9.5 Human Interest Story

### 1. Agro-Processing for Better Income and Job Creation

**Gamboripai (meaning God's Will in Azande) Agro-Processors and Service Company (GAPSEC)** started in 2016 as a sole proprietorship business with one maize grinding mill and groundnuts paste machine. With the support from the Project since 2019 this initiative had gradually continued to grow. GAPSEC joined FSABSS Project through the business plan competition for YWE start-ups conducted by SPARK and Premium Agro Consult and received Business Skills Training and Access to Finance (**3 Million SSP**). This helped Youth **Michael Aliam Sikindi** (Business Owner and Managing Director), 24 years old, to establish a first-class maize processing and packaging plant in Yambio. GAPSEC has fully been registered as a company operating in Western Equatoria State and had constructed a permanent building on its land that offers a store for its products, an office and machine room for first class maize production. GAPSEC started the processing fully in September 2020.



GAPSEC monthly buys approximately 5 tons of maize grains from the local farmers to process it into first-class maize flour for human consumption and maize bran for livestock and poultry feeding. In addition to own grain processing and supply, it provides milling service for the community with fair prices. This provides Market Access for smallholder farmers in the State, saves women time and reduce their burden from using the rudimentary ways of maize processing into flour, provides a solution to high demand for dollar to import first-class maize flour from



Uganda and alleviating traders from high transaction costs. Moreover, GAPSEC has created job opportunity for 8 youth including the technician that routinely maintain the machines and pay 10000 SSP monthly salary for each employee including for himself. This contributed to the minimize the economic hardships of these 6 youths and their family which was the major cause of crimes and insecurity in WES and South Sudan at large.

GAPSEC started the loan repayment to RUFU of 172.000 SSP per Month and Monthly it is saving 30.000 SSP for Maintenance and Depreciation Recovery with Kush Bank, Yambio Branch. Youth Michael Aliam Sikindi has a vision and plan to become one of the major Agro-processors of various Agricultural Products in the State including but not limited to the following: to expand the current maize processing capacity, to start new product line and services such as maize thresher, ground nut processing (threshing, paste making and peanut butter processing and packing), livestock feed processing and packing, rice processing, oil processing, ... etc.

## 2. From Refugee to Commercial Farming

Gabat Coop found in South Sudan Western Equatoria State, Yambio County Bodo Boma. It was established in 2016 but due to the Civil War in 2016 the members scattered and some cross the country to Congo which was very difficult for the members due to security problem. In 2018, since the security situation improved members return and produced 14 MT of Maize on 20 Feddans (equivalent to 60 mts by 70 mts) of land collectively. In 2019, the cooperative joined FSABSS project as FEMA and Coop by increasing members from 20 to 33 (9 females). The project provided a Market Oriented Extension Service and supported them with seed (Maize and Cassava Cutting) and farm tools. As a result, members collectively and individually managed to cultivate 35 Feddan and produced 28 MT of Maize. They sold part of the produce 15 MT and earned 405,000 SSP (equivalent to 1446 USD – 280 SSP per USD) from the sale of Maize.

From the sales income the coop members decided to buy a new Motorcycle that has been put on hire as an IGA by providing a transportation service for the community in the village and generate 10000 SSP (equivalent to 30 USD – 300 SSP per USD) per week.



In addition, the coop participated in 2019 World Food Day and during the occasion the coop won a Cassava Grinding Mill and 2 bicycles in a competition by

displaying variety of farm products in the event. Now the grinding mill generates in average 14,000 SSP (equivalent to 40 USD – 350 SSP per USD) per week.

In 2020 the first Production Season the group managed to harvest 24 MT of Maize from 31 Feddans of land and earned 360,000 SSP (equivalent to 900 USD – 400 SSP per USD) from the sale of 13 MT maize. They also sold Cassava stocks and Soybean seed to FAO at 45000 SSP and 60000 SSP (equivalent to 263 USD – 400 SSP per USD) respectively which were intercropped with Maize. In the second season of 2020, Gabat has planted 11 feddan of Groundnuts and 14 Feddan of Maize which are yet to be harvested early 2021.



In 2019 Gabat applied to access loan from RUFU and borrowed 200,000 SSP (equivalent to 1212 USD – 165 SSP per USD) under RLF scheme of the project. Since they repaid all the members borrowed 700,000 SSP (equivalent to 4242 USD – 165 SSP per USD) for second round in 2020 for the purpose to expand their farming activities and to buy a commercial land (measuring 60 by 70 meters) in Bodo market in which they want to construct a store and an office. In addition, farming activities the group members had also involved in VEMSA activities and so far, mobilized 24,000 SSP (equivalent to 48 USD – 480 SSP per USD) for saving and contributed 3,900 SSP (equivalent to 8 USD – 480 SSP per USD) for Social Fund. In the future the coops planned to buy Maize Milling Machine to start Maize Value Addition function instead of selling grain and if possible, to establish health care facility in the village.





### 3. Vegetable Production Enterprise for Better Life



Khamis Marlin Taban age 39 years old, the mother of six children, lives in Torit County, Askal residential area of Fodofodo Boma in Nyong Payam. According to Khemisa, life used to be difficult for her before she received the support from FSABSS project through SPARK on Business Skill Training and Business Plan Preparation for Access to Finance from RUFU. Khemisa said *“life was difficult because she used to rely on*

*washing clothes (dobby) and piggery to earn income of which pigs were sold after 8 months while the income from doobby was about 2000 SSP per day”*. In addition, *“I am a trained teacher, but I used to be paid 1,500 SSP per months and it could take about 5 months to get the salary”*. So, I was not able to get enough money to carter for the basic needs of the family such as medical bills, feeding, children schools fees and clothes. With the help of the project, I developed a business plan and the BDAs assisted me to meet the Revolving Loan Fund Scheme Eligibility Criteria and applied for 600,000 SSP Loan from RUFU, as part of Access to Finance of the project, to start vegetable gardening. After I received the 600,000 SSP loan from RUFU, in June 2020, I established St. Monika Enterprise which specialise in Vegetable Production for Market. The vegetable garden is 100 metres by 80 metres and the vegetable grown in the farm include: Cowpeas, Tomatoes, Kales/sukumawiki, Spinach and Green Pepper.



After I established the Enterprise, she said, there has been a great improvement in our standard of living as a family; *“There is improvement in the standard of living, provision of food and other basic needs becomes very easy”*. She said the project has made her known by many farmers, link her with vendors, restaurant/hotel owners and enable her to create friendship with customers as well as the community members. Khemisa said the project has empowered her and make her proud and I quote *“The community members appreciate me and saying this is the only women farming well in the area and encourage me to continue, so am proud of that appreciation”*.

Khamis said from vegetable sale she gets up to 17,000 per day on good days and 2,000 SSP on bad days. She said she could earn an average of 120,000 SSP per month. According to Khamis, she got highest income from the sale of tomatoes, sukumawiki and green pepper i.e. a kilogram of tomato at 500 SSP,



20 pieces/buddle of sukumawiki at 100 SSP and three pieces of green pepper is sold at 100 SSP. Khemisa however said she faced some challenges which include poor quality seeds from the supplier, pests, and diseases infestation as well as she used to faces challenges on timely payment of loans but she negotiation with RUFU management to reschedule her repayment and the project helped her technically on Good Agricultural Practices and Integrated Pest Management. Due

to the experience, she developed in the past 9 months on vegetable farm management enables her to make the loan repayment as planned and intensify her vegetable production management.

In conclusion, Mrs. Khemis thank the Organisation for providing her with loan which enable her to become self-reliance and capable of employing 3 youths whom she pays every month 5000 SSP per month for each worker’s, she provides food (breakfast, lunch, and Dinner) and Shelter.