



Kingdom of the Netherlands



spark • ignites ambition



# Food Security Through Agribusiness in South Sudan



## Annual Report

February 1 to December 31, 2019

Food Security Through Agribusiness in South Sudan (SSADP II) 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>2</b>
<b>2.1. LONG-TERM OUTCOME RESULT A: FARMERS AND AGRIBUSINESSES MORE RESILIENT TO SHOCKS AND HAZARDS – BOTH NATURAL AND CONFLICT .....</b>	<b>2</b>
2.1.1. <i>Mid-term Outcome Result A1. Enhanced DRR and trust in targeted communities .....</i>	<i>2</i>
2.1.2. <i>Mid-term Outcome Result A2: Continued Action Research Supporting Informed Decision Making .....</i>	<i>3</i>
<b>2.2. LONG-TERM OUTCOME RESULT B: ENHANCED SUSTAINABLE PRODUCTION AND PRODUCTIVITY .....</b>	<b>3</b>
2.2.1. <i>Mid-term Outcome Result B1. Availability of and Access to Agricultural Inputs (seeds, fertilizers, pesticides, tools) ensured .....</i>	<i>4</i>
2.2.2. <i>Mid-term Outcome Result B2: Good Agricultural Practices Enhanced and Extension Services Improved .....</i>	<i>4</i>
<b>2.3. LONG-TERM OUTCOME RESULT C: IMPROVED INCLUSIVE AGRIBUSINESS MARKET FUNCTIONING .....</b>	<b>5</b>
2.3.1. <i>Mid-term Outcome Result C1. Adequate and relevant Market Information Accessible and Available for Farmers and Agri-businesses .....</i>	<i>5</i>
2.3.2. <i>Mid-term Outcome Result C2: Improved post-harvest handling and physical market infrastructure .....</i>	<i>6</i>
2.3.3. <i>Mid-term Outcome Result C3: Market Linkages Enhanced through Cooperatives/ Associations/ Farmer Organizations.....</i>	<i>6</i>
<b>2.4. LONG-TERM OUTCOME RESULT D: IMPROVED PERFORMANCE OF COOPERATIVES AND AGRIBUSINESSES AND NEW JOBS ARE CREATED .....</b>	<b>7</b>
2.4.1. <i>Mid-term Outcome Result D1. Cooperatives have adequate organizational and financial management capacity.....</i>	<i>7</i>
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>	<i>8</i>
2.4.3. <i>Mid-term Outcome Result D3: Availability of- and Access to Appropriate Financial Products and Services Ensured.....</i>	<i>10</i>
<b>3. ANALYSIS.....</b>	<b>11</b>
<b>4. STRATEGIC CHANGES.....</b>	<b>11</b>
<b>5. SUSTAINABILITY .....</b>	<b>11</b>
<b>6. LESSONS LEARNED.....</b>	<b>12</b>
<b>7. COMMUNICATIONS AND CREATING LINKAGES .....</b>	<b>12</b>
<b>8. PLAN FOR THE COMING YEAR .....</b>	<b>13</b>
8.1 <i>Major Activities Planned in the Coming Year.....</i>	<i>13</i>
8.2 <i>Deviations from Existing plan.....</i>	<i>13</i>
8.3 <i>Proposed adjustments to the plan.....</i>	<i>14</i>
8.4 <i>Consequences of change on project strategy .....</i>	<i>14</i>
8.5 <i>Budget deviations .....</i>	<i>14</i>

<b>9.</b>	<b>ANNEXES:</b>	<b>I</b>
9.1	<i>Result Data and Facts in 2019</i>	<i>i</i>
9.2	<i>Some Pictures from the Field</i>	<i>ix</i>
9.3	<i>Result Data and Tabular Report for current period</i>	<i>xiii</i>
I.	Result Data	xiii
II.	Tabular Report	xix
9.4	<i>Financial Report (Mid-August 2018 to December 31, 2019)</i>	<i>xxv</i>
9.5	<i>Project Coordination and Human Resource</i>	<i>xxvi</i>
I.	Project Coordination	xxvi
II.	Human Resources	xxvii
9.6	<i>Human Interest Story</i>	<i>xxviii</i>
9.7	<i>Criteria Employed During BDA's Recruitment and the Advertisement</i>	<i>xxxii</i>
9.8	<i>BPC Process</i>	<i>xxxv</i>
A.	Former Business Plan Competition Process	xxxv
B.	Business start-up Accelerator Process	xxxvi
9.9	<i>Business Ideas Criteria and Scoring Form</i>	<i>xxxvii</i>
9.10	<i>Major features of the RLF</i>	<i>xxxviii</i>
9.11	<i>Value Chain Analysis General Recommendation</i>	<i>xxxix</i>
A.	Process/Product Upgrading	xxxix
B.	Functional Upgrading	xxxix
C.	Upgrading of Coordination and Business Models	xxxix
D.	Improving Business Enabling Environment	xxxix



## List of Tables and Figures

Table 1: Nr CMDRR Committee Established and Trained; PDRA Conducted.....	i
Table 2: Total Target Reached and addressed Via CMDRR .....	i
Table 3: PDRA Report Summary per County.....	i
Table 4: Local seed and farm tools supported.....	ii
Table 5: Summary of number of FEMA groups, Demo sites and reached farmers Per Payama .....	ii
Table 6: Yield per Feddan Before and After the Project Support .....	iii
Table 7: Number and Members of Cooperatives supported by the Project .....	iii
Table 8: Annual Cropping and Marketing Calendar Per County .....	iii
Table 9: SWOT Analysis of Main VCs by MSP Participants in Yambio .....	iv
Table 10: Market Outlet in Yambio County .....	iv
Table 11: Number of BDAs Recruited and Trained.....	iv
Table 12: Number YWE reached through innovation session and BST per County .....	iv
Table 13: Number YWE coached and won the BPC per County.....	v
Table 14: Number of VEMSA identified and ready for support.....	v
Table 15: Number of MSMEs Scouted, Trained and Admitted to the Project.....	v
Table 16: Summary of Access to Finance .....	v
Table 17: Financial Report Summer Per Budget Heading per Consortium in EURO.....	xxv
Figure 1: Farmers Utilization Plan per Crop per County.....	vi
Figure 2: Food Price Index and Trader Market Price per month per County .....	vi
Figure 3: Major Market Outlets Market share per farmers and crop in Yambio County .....	vii
Figure 4: Supported Cooperatives and Membership .....	vii
Figure 5: Number Coaching Session and Coached MSME per County .....	vii
Figure 6: Income Change Before and After the project.....	viii



## Abbreviation

AR	Action Research
BDAs	Business Development Advisers
BPC	Business Plan Competition
BSC	Business Support Centre
BSO	Business Support Officer
BST	Business Skills Training
C&D	Church and Development
CMDRR	Community Managed Disaster Risk Reduction
COOPs	Cooperatives
DRR	Disaster Risk Reduction
EKN	Embassy of the Kingdom of the Netherlands (EKN)
FEMA	Farmer Economic and Marketing Association
FFs	Field Facilitators
FSA	Food Security through Agribusiness
HH	Household
GAIS	Global Agriculture Innovation Solution
GoSS	Government of South Sudan
M4P	Making Market for Poor
MEL	Monitoring, Evaluation and Learning
MPC	Multi-Purpose Cooperatives
MSME	Micro to Small Medium Enterprises – Existing Business
MSP	Multi-stakeholder Platform
NGOs	Non-Government Organization
PDRA	Participatory Disaster Risks Assessment
PfR	Partnership for Resilience
PVCA	Participatory Village Community Analysis
RBDS	Resilient Business Development Services
RDAA	Rural Development Aid Agency
RLF	Revolving Loan Fund
RUFI	Rural Finance Initiative
SSADP II	South Sudan Agribusiness Development Project Phase II
SSAPU	South Sudan Agriculture Producers Union
SSP	South Sudan Pound
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:

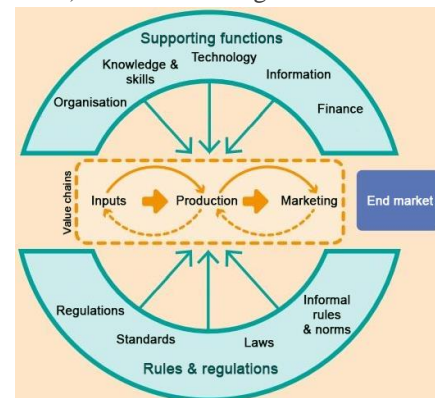
Project Location/S	Bor, Yambio and Torit
Project Name/Acronym	Food Security Thorough Agribusiness in South Sudan (SSADP II)
Project Number (Code)	JBA- 4000001744
Implementing Organisation(S)	CORDAID, SPARK and AGRITERRA
Project Period	August 2018 to July 2023
Total Project Budget (€)	9,928,924
- EKN Contribution (€ & %)	100%
- Contribution from Requesting Organisation (€ & %)	0%
- Other Funding to The Project (€ & %)	0%
Period of Current Narrative Report	February 2019 to December 2019
Current Financial Reporting Period	Mid-August 2018 to December 31, 2019
Total Budget Planned Current Reporting Period (€)	2,322,177
Total Utilized Budget for Current Reporting Period (€)	2,194,881
Burn Rate for Current Reporting Period (%)	95%
Previous Report(S) Submitted	Yes, two reports were submitted – <ul style="list-style-type: none"> <li>- Inception Phase (Aug 2018 to Jan 2019)</li> <li>- Interim Report (Feb 2019 to July 2019)</li> </ul>

### 1. Introduction

The Food Security Through Agribusiness Development in South Sudan (SSADP II) 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 locally partnered three national NGOs (C&D, Global Aim, and RDAA), South Sudan Agriculture Producers Union (SSAPU) and Premium Agro Consult PLC.

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 (see annex X: the result chain of the project).

During this reporting period, the project reached 4,422 farmers (52% female) under four priority value chains (Maize, Sorghum, Groundnuts and Cassava) and organized them under FEMA, COOPs and VEMSA. Additionally, the project established 30 CMDRR committees and facilitated 30 PDRA to identify common disaster risks and prepare a community led action plan for disaster risk reduction (DRR); the project selected and trained 28 BDAs on coaching and mentoring start-ups and existing agribusiness; identified and trained 88 (50% female) YWE and 75 (21%) MSMEs on BST for start-up agribusiness and through business plan competition; coached 29 YWE and 41 MSMEs supported to develop bankable business plans to access loans from RUFU. Together with RUFU and RLF for agriculture production, value addition and hire lease was developed. Subsequently, 6 cooperatives comprising 190 members (44% female, 57% youth), 1 progressive farmer and 2 YWE accessed SSP 5.675 Million (25K EURO).



## 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 CMDRR committees (56% of the annual plan) and supported 2,593 community members to meet and discuss disaster and hazard coping mechanisms (86% of the annual plan). The farmer groups and cooperatives that the project trained in improved agricultural skills are also part of the communities benefiting from the CMDRR approach. Through CMDRR committee members the project strived to raise awareness of the 59% (63% in Bor, 41% in Tort and 80% in Yambio) 2019 project targets, facilitated their drafting of their own Community Led Action Plan for commonly identified Disasters and Risks during PDRA at Boma level during market days, community gatherings, religious worships and through radio talk shows. During baseline survey there were only 10 % (17% in Bor, 7% in Tort and 5% in Yambio) who had awareness. Partnership with concerned metrological departments of GoSS and UN was enhanced. An action research was conducted, and the recommendation documented and will be acted upon.

#### 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

The ToT was organized for project and local partner staffs on the CMDRR process, including CMDRR committee's formation and PDRA facilitation skill. Then 30 CMDRR<sup>1</sup> committees comprise of 329 members (34% female) were established and strengthened. They were supported to identify common disaster and risks, and to develop community led action plans for coping and mitigation measures through 30 PDRA facilitated at Boma<sup>2</sup> Level (see Annex 9.1 for PDRA summary). Some examples of hazards people mentioned were - floods, drought, crop and livestock diseases. In 2020 the project will strengthen the CMDRR Committees and communities to solicit resources for implementation of some of the proposed Community Led Action Plans. Conflict analysis (formulated based on PDRAs). Conflict or Conflict Risk Analysis using CORDAID Conflict Analysis and Conflict Risk Reduction Toolkit will be conducted, and partnership with Conflict Sensitivity Resource Facility (CSRF) of South Sudan will be strengthened.

To enhance the knowledge of the committee members and government stakeholders on CMDRR, Peace Dialogue and Conflict Resolution facilitation and community awareness raising the project organized intensive training in each county and trained 255 people (34% female) CMDRR committee members. These trained CMDRR committee members together with government stakeholders will start, early 2020, to facilitate Community Peace Dialogue and Conflict Resolution and raised the awareness in 30 Bomas, which represent about 59% of the farmers reached in 2019 (86% of the annual target) on Community Lead Action Plans, and the remaining will be reached in 2020 (please see Annex 9.1 Table 2).

Different meetings were held with the Early Warning Department of the Ministry of Humanitarian Affairs and Disaster Management, Meteorological Department, as well as the United Nations Environment Programmes on the needs of farmers in receiving early warning messages that can help their planning for crops production. Currently the capacity of the Meteorological Department remains limited in analysing forecast for South Sudan, and they rely on regional support from Nairobi which causes delay. Since August 2019, the Meteorological Department started to release the seasonal forecast on rainfall pattern for South Sudan. A training for our staff for better understanding of this information to enhance their analysis skills and dissemination for farmer's use will be conducted in mid-2020.

<sup>1</sup> One CMDRR committee per Boma which has chairperson, secretary, treasurer, communication and community mobilizer role

<sup>2</sup> The lowest government administrative structure.

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

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

From the outset, an Action Research (AR) component has been present in the SSADP II, in recognition that it would identify the success and limiting factors to the project, and to generate recommendation for adjustments. This year's AR has been used to assess the SSADP II in general, "Is implementation of the SSADP II on track?" including capturing lessons learnt for advising the project strategies and approaches. An individual professional consultant from the Netherlands was recruited to lead and conduct the AR for this year.

To this end, 347 individual farmers in Yambio, Bor and Torit were interviewed by enumerators using standard questionnaire on the Kobo apps 17 focus group discussions (FGDs) were conducted; 1 case study was carried out; 17 interviews were held with representatives of the South Sudan government, non-governmental organisations (NGOs), the UN, the Netherlands Embassy and the Catholic Church; and many interviews were carried out with project staff of Cordaid, Agriterra, SPARK, Rural Development Action Aid (RDAA), Global Aim, Rural Finance Initiative (RUFII) and South Sudan Agricultural Producers Union (SSAPU). The AR also included learning and sense-making sessions including analysing of data collected by the project at different time

The report 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 target. The project however will pay more attention to conflict sensitivity and conflict analysis, identify additional market opportunities, focus on one value chain per county, pay more attention to information communication and dissemination mechanisms, build internal coherence of cooperatives and FEMAs, train farmers directly, to streamline the internal loan procedure and open communication about A2F (loan), build project staff capacity on gender transformative strategies, and strengthen local partners capability to be more strategic. (for details please refer the AR report).

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

To enhance sustainable production and productivity, the project, together with local partners, established FEMAs and Coops comprising 4,422 farmers (52% female) as an entry point and provided a market-oriented extension service. Among them, 68% of them were supported with local seeds, coached and mentored on Good Agriculture Practice (GAP), Integrated Pest management (IMP) and Post-Harvest Handling (PHH). Hence, according to the our monitoring data capturing information, farmers the project support (50% are female), the percentages of farmers reported increase in yield by more than 30% compared to average baseline quantity are 79%, 100%, 53% for maize, sorghum and groundnut respectively. In terms of the volume of harvest, the percentage increase in yield per feddan compared with average baseline quantity is 42%, 95%, 14% for maize, sorghum, and groundnut respectively.

In addition, female-headed farming households performed better than men (see Annex 9.1 Table 6). Additionally, farmers of maize, sorghum and groundnuts planned to supply 57%, 36% and 48% of their produce, respectively, for the market or to save as seed for coming season. Cordaid with its local partners (C&D, Global Aim and RDAA) and Agriterra with South Sudan Agriculture Producers Union (SSAPU) strived in the achievement of this outcome and delivered market-oriented extension service delivery.



### 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

The input supply system in the three counties is very weak and dominated by UN agencies and large NGOs which hinders the development of the agriculture input supply system. In Bor County for instance, there are only two private input suppliers (Southside Agro-Vet Supplies Company Limited and Ajak and Sons enterprise) who supply seeds (vegetable and crops) and agro chemicals in the county. In Torit County, there are three main input suppliers (Lextione, Afrognanics and VSF Agrovet). In Yambio County, there is no private sector actor that registered as an agriculture input dealer except for GAIS which strived to supply improved seeds and due to the fact that its price is high it cannot compete with the informal and NGO fledged seed supply system. All input suppliers mainly 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, Seed Companies) to address this challenge. In 2020 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 will also pilot community-based seed production for business (Output B1.2) and will support local seed testing facilities within the MoA.

To fill the gap of seeds for start-up of the targeted farmers, the project procured local seeds/cuttings (maize, sorghum, groundnuts and cassava) and farm tools (hoes, “malodas”, rakes, planting rope and tape measures) from input suppliers in each county; and distributed to 3,019 farmers (51% female; 11% returnee) of the 100 FEMA demo sites we are supporting (44 % of them registered as cooperative). Before distribution, together with respective state/county MoA, we have conducted basic seed quality assurance on seed germination, purity and viability of the seeds. This distribution is essential for the increase in cultivation among the farmers we support. During the Value chain assessment farmers reported that the area of maize, sorghum and groundnuts land cultivated in 2019 was increased by 35%, 34% and 38% respectively (Please see VCA Report).

### 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 100 FEMAs (19 Cooperative level FEMAs), comprising 3019 members (51% female and 11% returnees<sup>3</sup>). A Market-Oriented Extension Training Material on crop production techniques, 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 was developed and was applied for training for 200 (41% female) lead farmers were trained. 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, 91 FEMA demo sites (30 in Bor, 26 in Torit and 35 in Yambio) were established, though 10 of them in Bor County were destroyed by flood. Coaching and mentorship is being provided by project staff in collaboration with Government extension workers and lead farmers, have reached 91 % of targeted FEMA members. and they have completed the cycle. This 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 (Please see Annex 9.1 for FEMA, Demo sites and Targeted Farmers summary per Payam).

<sup>3</sup> Returnees are those who returned from POC and planted crops for the first time.

During harvesting, the project collected yield data from 94% of targeted farmers (50 % are female). Compared to the baseline survey the finding revealed that across the county the project has contributed to increased yield per feddan in 2019 comparing to 2018 - on maize by 42%, on sorghum by 95% and on ground nuts by 14%.%. In addition, targeted female farmers performance is better than male farmers (Please see Annex 9.1 Table 6). However, due to Fall Army Worm infestation and flooding, the productivity of Maize and ground nuts in Torit and Bor is below the baseline survey result (Please see Annex 9.1).

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 43%, 52% and 64% of maize, ground nuts and sorghum produce respectively; while 57%, 48% and 36% of maize, ground nuts and sorghum produces were used to sales in the markets and to save seeds for the coming season (Please see Annex 9.1).

Furthermore, the project has identified 62 existing cooperatives and upgraded 17 FEMAs into cooperatives, in total comprising 2,400 members (54% female) (Please see Annex 9.1). Because of the project, SSAPU has opened two new branches in Bor and Torit to extend its outreach and service delivery to cooperatives. To improve cooperatives extension service delivery, SSAPU Field Facilitators (FFs) and project staff were trained on Cooperative Development and scoping/assessment Tools developed by Agriterra. 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.

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

To improve the inclusive agribusiness market, the project together with state MoA and lead farmers, prepared a cropping and marketing calendar and shared these with farmers to assist their decision making. Together with JMIMI, the project collected and analysed monthly traders market prices for all crops. As a result, across the counties 4,267 farmers (3,019 through FEMA and 1,248 through cooperatives; 52% female) accessed market-oriented extension services. A detailed Value Chain Assessment was conducted for 10 commodities, which was also validated at national and county level. To create business to business (B2B) linkages an MSP was organized in Yambio and value chain actor representatives from farmers, coops, private sector, NGOs and Government participated. In Yambio county, 562 farmers (46% female) who were organized under 23 farmer groups to produce Gnuts and maize sold their produce (351 farmers sold two crops – 47% female) to WFP (through STO), Eden MPC and local traders. In addition, Eden MPC linked with INTERSOS supported rice processing machinery for value addition on the rice produced by members.

#### **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

The project together with state MoA and FEMAs prepared an annual cropping and marketing calendar. 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). Similarly, although Torit has two cropping seasons April to August and from September to November 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 information for farmers and cooperatives the project, as part of the Joint Market Monitoring Initiative (JMMI), started market price collection on a monthly basis. The Joint Market Monitoring Initiative (JMMI) is a joint initiative of South Sudan Cash Working Group (CWG) and its member organizations – CORDAID is a member. The initiative is guided by the JMMI Technical Working Group (TWG), led by REACH and supported by the CWG members. On a monthly basis, participating agencies collect trader prices and other market-related data using a standardized methodology in the first week of each month. SSADP II lead data collection in Yambio and Torit since October and November 2019 respectively, while in Bor REACH has led the collection since August 2019. 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 an online dashboard. In addition, SSAPU collected market information through surveys, with information analysed and stored it. 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, the analysis of each county trader market price and the food price index is depicted in figure 2 of Annex 9.1. The price index in Yambio and Torit showed a decreasing trend between November 2019 to December 2019 by 11% and 9% respectively whereas in Bor it shows an increasing trend by 7%. The contributing factor for increased food price index in Bor was the flood caused by heavy rain in 2019 which hinder farmers’ ability to harvest and dry Sorghum and Groundnuts on time (Please see Annex 9.1).

### 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

All the activities that contribute to warehouse facilities renovation is planned for later in 2020 whereas the post-harvest handling (PHH) technologies promotion activities carried over to 2020. In the middle of 2020, the team in each county will assess the warehouse facilities and gaps, then an action will be taken based on the findings. In addition, the project developed a PHH technology, mainly the hermetic storage technologies such as PICS bag, Green Pro and AtoZ promotion strategy and started communication with wholesalers and companies from South Sudan, Uganda, Kenya, and Ethiopia.

### 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
-------------	---

In this reporting period, the project conducted a detailed value chain assessment (VCA) on ten subsectors. To select these ten sub sectors the team employed the following selection criterial (See box in the right) and in the VCA data collected from main actors (farmers, traders, processors and transporters) and from the enablers (government organization and non-government organization including Chamber of commerce) and analysed it using SPSS Version 20. The VCA findings validated at national level (for detail information please refer the separate VCA report) and through a Multi Stakeholder Platform (MSP) Organized in Yambio County.

Selection Criteria
Contribution to HH Food Security
Contribution to HH income
Job Creation Opportunity
Value Addition Potential
Opportunity for Youth and Women Engagement
Ease of Production
Does not Require Use of Inputs (Fert., Seeds)

The main objective of the MSP was to fill gaps of the VCA report, to create business to business (B2B) linkages among value chain actors, and to analyse the SWOT of major Value Chains in Yambio (Maize, Cassava, Ground nuts and Honey). In the MSP, the main actors, enablers and supporters of the four value chains analysed the SWOT of each VC, shared contact

addresses to start business linkages and shared each value chains production and marketing information (for detail information please refer the separate MSP proceeding Minutes). As a result of the VCA, MSP and monthly data collection and dissemination, in Torit, Yambio and Bor, 35 cooperatives/FEMAs have been linked to suppliers of inputs and buyers of their produce as of December 2019. The project had collected data related to quantity of marketed maize and unshelled ground nuts from 23 cooperatives/FEMAs comprises of 562 farmers (45% female). In the county three main market outlets were identified such as cooperatives; for instance, Enda Cooperative was an active market player with 10% market share, Star Trust Organization (STO) as an agent for WFP with 50% market share and Local Market with 40% market share. The assessment revealed that farmers marketed 92% and 87% of Unshelled ground nuts with 92 SSP per kg and maize with 69 SSP per kg respectively from planned produce for selling (Please see Annex 9.1).

In addition, Eden Multipurpose Cooperative was linked with INTERSOS to use the rice processing machinery to add value in their business of rice production and processing. Hence, Eden produced NERICA rice variety on a piece of land measuring 4 feddans and obtained 3.7 tons while 2.6 tones after processing. Furthermore, the project worked together with Logire Cooperative Society in Torit to develop a business model for the production and sale of sorghum to the local brewers of Kwete. The model was storing sorghum grains and providing continuous supply to the brewers because they offer better prices compared with other retailers.

## 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 78 Cooperatives comprises of 2,400 members (54% female; 20 FEMAs’ registered to be cooperative) and trained 17 in MyCoop, 51 in governance and leadership, and 45 to develop annual action plans, and coached and mentored all coops on business development. In addition, 8 coops have completed a finance health check. On the other hand, SPARK together with Premium Agro Consult, recruited and trained 28 Business Development Advisors (BDAs) to coach and mentor 88 YWE (34% female) and 75 MSMEs (35% female) on bankable business plan preparation and to train them in Business Skills. Cordaid together with RUFU developed three loan products for production, value addition and hire lease and established an RLF scheme with clear eligibility criteria and loan terms to create A2F for project targets. In this reporting period RUFU disbursed 25K EURO to 6 coops, one progressive farmer and 2 YWE in two batches and from the first batch RUFU recovered 42% of the disbursed loan amount which will mature end of March 2020.

### 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
-------------	---

As of December 2019, the project completed 79 scoping, 2 assessments, and 4 health checks for governance and financial management. The 78 cooperatives comprise 2400 members (54% female) and have been properly profiled, and information documented in the scoping reports. Total youth membership accounts for 52% (47% female youth) and female board members accounts for 16% of female membership (Please see Annex 9.1). Agriterra trained SSAPU FFs and partner staff in the scoping techniques and the action plans made from the scoping reports helped the project team to have common understanding on the services to be delivered to the cooperatives in terms of training, advice and exchanges as well as creating major synergies to achieve the intended goal of the project especially in cooperative development.

Agriterra, using another fund, organized a ToT on MyCoop knowledge for 12 SSAPU FFs and 5 board members. Following the ToT, in the first phase 45 cooperative board members of SSAPU and the branch board members at the branches of Yambio, Torit and Bor were trained in MyCoop Attitude in Juba. In the second phase, the FFs coached and mentored 17 primary cooperatives (5 in Yambio, 8 in Torit and six in Bor) members and board members about MyCoop for two hours. This training, coaching and mentoring helps to build ownership and to enhance cooperative business knowledge of 200 members. In addition, Agriterra trained and coached 51 leaders of cooperatives in leadership and governance in two sessions -

governance and leadership and female leadership (Please see Annex 9.3). These trainings were meant to strengthen governance of the selected cooperatives, encourage female participation in entrepreneurship, cooperative membership and leadership and bring the men to understand the gender roles and ease female participation in cooperative business, membership and leadership. Agriterro contracted an agripooler from (Z) LTO Netherlands for the advice and training in governance and an Agripooler from Women Farmers' Association of Kenya (WoFaAK).

Out of the 78 scoping being completed, the project had supported 45 cooperatives (225 % of the annual target) to develop action plans and the implementation has been ongoing (Please see Annex 9.3). Some of the implementations involved a lot of collaboration with the consortium partners and the government institutions especially the directorates or ministries of cooperatives at the states. In Yambio, certificates for the registration of the cooperatives have been issued after the senior cooperative extension officer has verified the activities of the cooperatives in the field. In addition to scoping, 8 cooperatives have completed the health checks on financial management and governance. The project continues to provide more information for cooperatives to give them chance to grow by strengthening their management and board and their businesses before they can qualify for a formal cooperative assessment.

#### 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 agribusiness

<b>Subjects covered in the training Material</b>
Module 1: Overview of Entrepreneurship and Business Management Skills
Module 2: Business Plan Writing
Module 3: Marketing Plan
Module 4: Operational Plan
Module 5: Financial Management
Module 6: Human Resources

representatives to visit and seek information. The BSC will help to develop a database on Value Chain, Entrepreneur and Agribusiness; to run business plan competitions, BSTs for start-ups and MSMEs; and to coordinate the ongoing coaching and mentoring of start-ups and MSMEs.

A Business skill training (BST) material for literate entrepreneurs (please see the box in the left) with Additional BDA modules (Presentation Skills, Training and Facilitation Skills) was developed, tested and verified at field level by SPARK Senior

International Trainer and local partner Premium Agro Consult experts. For low literates the material developed by Youth and Women Agribusiness Entrepreneurship (YWAE) was found to be exceptionally effective and adopted for this project targets. In addition to the fine-tuning the 2019 BST training materials SPARK intended to develop new technical training manuals in 2020. The purpose of these training materials is to fill knowledge shortfalls of the BDAs, start-ups and MSMEs on basic vegetable production, field crop production, safe use and handling of agro-chemicals including integrated pest management and commercial poultry production.

The project announced the BDAs opportunity with Premium Agro-consult via Juba newspapers, the NGO Forum, and public notice boards in Bor, Yambio and Torit and identified BDAs (Please see Annex 9.7 for Criteria for BDAs selection). Following the selection, a 10 days training-on-trainers (ToT) was organized for 28 (11% female) selected BDAs using the final version of the BST materials which was concluded with a written examination as a prerequisite for certification process (Please see Annex 9.7 for written test scores). Since BDAs were recruited from the rural counties, where there is a bigger gap in literacy between females and males (in South Sudan there is a significant gender literacy gap<sup>4</sup>), leading to a lower number of female BDAs participation.

The certification process consisted of three levels (Please see Annex 9.8 for detailed description of certification process and results) that the BDAs had to pass: 1) daily evaluation by the Senior BDAs (30%), 2) Post training evaluation by the participants (40%), and 3) a written test (30%). So far 9 BDAs are fully certified to carry out BST and coaching of

<sup>4</sup> South Sudan - Literacy Rate <https://countrystatistics.com/demography/literacy-rate/south-sudan>

entrepreneurs while 5 BDAs conditionally certified to carry out coaching of entrepreneurs but will receive further two-day training on financial and operational management. 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 out of the programme. In February 2020 the project will audit the BDAs and the work that they have carried out.

To raise awareness of Youth and Women Entrepreneurs (YWE) about the innovation session and Business Plan Competition (BPC), a Radio talk show, through Radio Miraya and Emmanuel was undertaken. To ensure governmental compliance and support for BPC a relevant authority in each county was informed about the process. To ensure the wider community awareness in each county an advert was posted at public places.

To improve the capacity of YWE to start-up and grow business and to be qualified for BPC, a one-day innovation session was organized in each county (3 in total) and three BPC conducted (one per county). The purpose of the innovation session is to ensure that the business ideas for entry into the BST/BPC is of higher standard and to introduce participants with agro-processing enterprise opportunities focused on the selected value chains of the SSADP II project. On the other hand, the aim of the BPC is to get potential entrepreneurs to think outside the box on agrobusiness/enterprises to increase the number of agro-processing businesses, which enter the competition and to the market. As a result, 186 YWE (20% female) attended the innovation session and 396 business ideas (50% by female) were submitted to be selected for the BST and BPC event (Please see Annex 9.1).

In each county most of the business ideas submitted focused on farming with some input supply system and few on agro-processing. From SPARK's experience during the Agribusiness Creation Programme (ABC), young people in Juba were found to have a strong agro-processing business ideas and good final business plans; the project is planning to hold at least one agro-processing BPC in Juba. Then for the winners, after completing the BPC process in Juba, will return to their respective locations which must be in the project areas to start their business. We aim to replicate this, due to its effectiveness in supporting better business that can more greatly support in building the capacity of upper level actors in the selected value chains.

As a part of the BPC, potential entrepreneurs must participate in the project BST. The training was conducted in each county by SPARK's Senior International Trainer and the local partner Premium Agro Consult. Among those (396) submitted their business ideas to be judged for eligibility to receive a BST to participate in BPC, 92 business ideas (31 by female) were selected and the entrepreneurs invited to attend the a five days BST; of which 88 (31 females) completed the training 98% of the annual target) (Please see Annex 9.1).

The 88 YWE (30 female and 58 male) who completed the BST sought out coaching conducted by the local partner Premium Agro Consult to participate in BPCs for start-ups & were supported to write a bankable business plan (BP). In this reporting period, 116 coaching sessions were conducted and 61 participants (20 female) submitted their Business Plans to participate in BPC (Please see Annex 9.1). The participants pitched their business ideas to a panel of 5 judges and these ideas were scored on the same criteria as the business ideas ((Please see Annex 9.8). One of the judges was the Chairman of Rural Finance Initiative (RUFU), so that the finance institutions which is a part of the project have an initial say on which entrepreneurs win the competition. To ensure quality, a judge from Agro Premium's Juba office was selected to be on the panel of judges along with other businesspersons or NGO workers in each location. Across the counties 29 (14 females) winners were chosen from the entries who have receive continued mentoring and coaching to prepare their final business plans for potential loans issued by RUFU. So far, two YWE in Yambio have accessed loans from RUFU for start-up business while two YWE in Torit have submitted their final BP and are awaiting to access loan from RUFU. In Q1 of 2020 the project will review and coach the remaining YWE to be qualified for Access to Finance (A2F). For the entrepreneurs who started business, one to one coaching and mentoring will commence in the first quarter of 2020. However, this also depends on production cycles as some of the entrepreneurs are producers who are seasonally dependent (Please see Annex 9.1).

### 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

In this reporting period the project identified 25 VEMSA groups (20 from FEMA/Coop and 5 new), comprising 711 members (60% female). In early 2020 the project will strengthen the VEMSAs to mobilize saving through providing VEMSA Kits, seed money (based on their business idea) and Business Development Services on Income Generating Activities Selection Planning and Monitoring (IGA SPM), business plan preparation to access loans from RUFU to start group agribusinesses and financial literacy.

The Junior BDAs have carried out the initial scouting and filled out a fact sheet of the business for 121 MSMEs (43 MSMEs owned by female). Then the Senior BDAs from Premium Agro-Consult validated the businesses for suitability to enter the programme through on-site evaluations based on specific criteria (Please see Annex 9.9) and selected 75 MSMEs (26 female) to attend the BST using the training material developed for literate entrepreneurs. Hence, 41 MSMEs are fully and 29 MSMEs are conditionally qualified to participate in the project one to one coaching and mentoring, while 5 MSMEs were dropped out by themselves during training (Please see Annex 9.1).

The majority of the MSMEs engaged in production function in this reporting period while after the training and Senior BDAs side-by-side coaching, for 2020 more suitable businesses are scouted in other value chain functions such as processing, transport and wholesaling. Once they have improved their record keeping, bookkeeping and some of their practices, the hub will work with them to develop a business plan to further expand their business and apply for funding in order to make that expansion. So far, the project provided one on one coaching/mentoring to existing (MSMEs) to write bankable Business Plans and hence 123 coaching session for 44 MSMEs undertaken (Please see Annex 9.1).

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

The Project supports supported the Rural Finance Initiative (RUFU) to establish a Revolving Loan Fund (RLF) scheme, aiming at providing access to finance to farmers (as a group and individually) and agribusinesses (Coops, VEMSA, MSMEs and YWE) participating in the Project (Please see Annex 9.10 for Major Feature of the RLF). The objective of the A2F component of the project is therefore to create, "Availability of, and Access to, Appropriate Financial Products and Services." RUFU has started functioning in all 3three counties with full capacity by recruiting the microfinance assistance and renting office premises. Three loan products that suit to the project intended goal were developed based on a market study on the needs of the project target group, such as loans for agriculture production, loans for value addition and loans for hire lease. The pricing of the Loan is based on the need to provide affordable services while also taking into consideration of RUFU's drive towards sustainability in the long run. RUFU would use loan funds allocated by the project specifically for lending to project beneficiaries with the interest and service charge. The collected interest and service charge will be used by RUFU to cover own operational expenses.

In this reporting period, RUFU started lending in Yambio and disbursed 5.675 Million SSP (25500 EURO) to six cooperatives comprises of 190 members (58 % Youth and 44 % female), one progressive farmer and 2 YWE from 4 BP submitted to RUFU. Four cooperatives comprised of 124 members (58% Youth and 40 % female) and one progressive farmer accessed loans for second season agriculture production, 2 cooperatives comprises of 66 members (57 % Youth and 44 % female) for marketing (to buy and sale crops), as well as 1 YWE borrowed to produce vegetables using irrigation and the other YWE borrowed to start maize Milling. The loans of the first batch borrowers (four coops and the progressive farmers) will mature by end of February 2020 and as of December 2019 the repayment rate is 42%; whereas the second batch borrowers (2 coops for marketing) their loans will mature in March 2020 and they have started the repayment. The YWE engaged in vegetable production will pay by end of July while the Milling service provider will be finalized end of 2021 (Please see Annex 9.1). In 2020 RUFU will continue the appraisal and loan disbursement for all applied in 2019, in Torit (9 FEMAs, 5 Cooperatives, 4 VSLAs, 2 progressive farmers and 2 agro input dealers) and in Bor (3 FEMAs and 4 Cooperatives), and new applicants in 2020 together with the project consortiums organizations, in all counties.

### 3. Analysis

The CMDRR committees, through PDRA, identified common Hazards and Disaster Risks of the community and prepared a community led action plan that can contribute to DRR to enhance the resilience of 2,593 farmers (53% female) from the targeted 30 Bomas. Hence, 53% of communities (targeted by the project) awareness raised on community-led action plan, compared to the 10% awareness rate reported during baseline survey, these communities are more resilient for both natural and manmade shocks and hazards.

SSAPU extends its operation into Bor and Torit to deliver extension services. 42 cooperatives comprise of 1300 members (57% female) accessed SSAPU services for the first time. Through market-oriented extension service provision maize, sorghum and ground nuts productivity across the counties increased by 42%, 95% and 14% respectively. And from our monitoring data collected from 94% farmers are supported, they reported their plan to supply 57%, 36% and 48% of maize, sorghum and groundnuts produces respectively to the market, indicates that as the project enhanced farmers capacity to transform from subsistence to commercial farming. 31% of farmers participated in AR reported that, after the project support, their income is increased by 25%. Due to the monthly market data collection, value chain assessment and MSP farmers in Yambio, since they have two major cropping seasons, accessed three potential market outlets and earned better prices compared to other buyers.

The 28 recruited and trained BDAs located across the counties have scouted, trained, coached and mentored 88 YWE for start-up and 75 MSMEs for existing agribusiness on Business Skill and Bankable Business Plan preparation. The project RLF scheme fills farmers (individually and/or group) and agribusiness (Coops, MSME, YWE and VEMSA) financial gap and create A2F for 6 coops, progressive farmers and 2 YWE. The project introduced new business concepts and opportunities for young people and women where an “Out-side-of-the-box” thinking was promoted. All these together will contribute in Making Market Work for the Poor (M4P) and vice versa through building farmers attitude to run Farming as a business, with the support on creation of a win-win B2B linkage among identified Value Chain actors including the YWE and MSME with farmers either individually and/or group and cooperatives. The project spent 93 % of the annual budget to reach 4627 (4422 farmers, 28 BDAs, 88 YWE and 75) targets in 2019 (Please see Annex 9.1).

The new ideas and methods of working in SSADP II, compared with other project interventions that have occurred in the past in the project locations, have also faced challenges in working with participants who are used to receiving handouts. Some other humanitarian activities have also posed pressure on the input supply system and hampered the growth of private sector. As a result, access to quality seeds and inputs by the cooperatives and individual farmers has remained to be a big constraint, and the project intends to strengthen the agro input dealership in each county. Since the RLF signed in late June 2019 and due to the heavy rainy season across the counties, RUFU missed the second season in provision loans to several interested farmers and agribusiness. There are still some people who perceived the RLF differently some as cash-for-work and some as a grant, and more awareness raising has to be conducted.

### 4. Strategic changes

During this project cycle there were no major strategic changes to the plan developed during the inception period. The AR revealed that as the project is on the right track with some minor recommendations which needs the project attention without making major strategic changes.

### 5. Sustainability

1. The Community Managed Disaster Risk Reduction (CMDRR) process includes forming of CMDRR Committees and their capacity strengthening to do Participatory Disaster Risk Analysis (PDRA) 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 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 a learning centre for knowledge sharing and co-learning on GAP, IPM and PHH for target



farmers through learning by doing and also contribute to demonstrate improved agriculture practices, technologies and to promote climate smart agriculture.

3. The MSP helped value chain actors to know each other and to create “win-win” B2B linkage. The RLF fill agribusiness financial gap stimulate coops and farmers to invest and start farming as a business. VEMSAs emerged from FEMA and Coops will contribute to fill the financial gap faced by members through saving mobilization and enhance solidarity, among the community.
4. Working with local partners such as national NGO, RUFU, SSAPU and Premium Agro Consult and building their capacity to be a strategic partner will increase the project outreach and ensure the sustainability and scale 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 action research recommendation re. conflict sensitivity, in 2020 more attention will be paid to conflict (risk) analysis and possible conflict (risk) reduction activities at local level.
2. The FEMA approach and the market-oriented extension service enhanced farmers’ capacity, individually and as a cooperative, to invest in their farm for business and to diversify their livelihood options.
3. 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.
4. Farmers listen 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 trend.
5. The MSP is a better platform where value chain actors meet and strengthen their B2B linkage.
6. In the initial training events and subsequent business plan competitions, almost all participants had significant difficulties dealing with the financial parts of the training material and business plan writing. Subsequently the training material and methodology were adjusted and revised to help entrepreneurs to complete a business plan by themselves.
7. It has been challenging to find strong business ideas for agro-processing in the project areas; in addition, the BPC and certification of winners created expectation on YWE. Therefore, the project plan to change the BPC and into a BSA (Business Start-up Accelerator) and to run a BSA in Juba.
8. It has also been challenging to get entrepreneurs to rework their business plan after the competition is over. It needs to be strongly emphasized in the beginning that they will have a short period to re-work their plan or their admission into the programme will not be effected. So hopefully we will be able to bring the review process to maximum of one month.

## **7. Communications and Creating Linkages**

1. The project published the results, both activity and financial, every quarter on IATI website.
2. To contribute for sustainable, inclusive and evidence-based policy making the project shared its experience with a Broker which was recruited by the Netherlands Ministry of Foreign Affairs in conducting a knowledge project entitled "Aid transitions in fragility and protracted crisis settings" in cooperation with the Food & Business Knowledge Platform aimed to inform strategies for transitioning towards market-oriented programming in the humanitarian-development nexus.
3. Shares its experience during a panel discussion organized by SPARK in Netherlands on A2F agribusiness youth job creation.
4. The project has also strengthened its partnership and linkage with WFP, FAO and UNDP.
5. Agriterra communicates the results in the organisations workplace and through their WhatsApp group which is visible and enhance access to the organisation’s portal. Network meetings with other organisations working in the food security sector has attracted interest in the work of SSADP II. For instance, Welt Hunger expressed interest to work with Agriterra in Aweil for the development of cooperatives and in other potential areas if security improves.

## 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
  - strengthen the committees to facilitate community meetings and dialogue in peace, conflict resolution and CMDRR
  - facilitate joint disaster risk analysis 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**
  - provide training to Extension Workers in good and climate smart agricultural practices including nutrition education, gender and resilience
  - strengthen existing FEMA group members (3019) through input and output market linkages and provide refresher training on GAP, IPM and PHH
  - 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 farmers and cooperatives to access and use of Hermetic Storage Technology (HST)
  - 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) to cooperatives, YWE, MSEM 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 plan competitions for start-ups & provide coaching for writing Bankable Business Plan
  - support and strengthen YWE, MSME, Cooperative and farmers to access loan & financial services from RUF

### 8.2 Deviations from Existing plan

No deviations are planned for the upcoming year. However, due to the VCA result, the project explores the sector of Honey in Yambio, Fish in Bor, and Vegetables Production and Poultry across the counties and finds they have big potential to increase household income and create job opportunities.

### 8.3 Proposed adjustments to the plan

1. The scoping reports, health checks and action plans for each cooperative continues to give us clear picture about the training needs of the cooperative leaders and members. The project has proposed to enrich the training packages in detail for the year 2020 because these trainings will bring the changes needed for the cooperatives to manage their business for the benefit of the members.
2. The project developed a private sector development strategy to engage the private sector in the proposed honey, poultry and vegetable value chains.
3. Even though it is not a major strategic change the project has a plan to adopt and fine-tuning all the above-mentioned topics in the training materials developed in this reporting period.
4. Changing the Business Plan Competition into Business Start-up Accelerator (BSA) because of the recommendation by AR. This change (See Annex 9.8 A and B for full description) is intended to combat the perception that “winning” a BPC automatically leads to a loan or a grant. It is of utmost importance to let potential entrepreneurs aware that this is not the case and that a loan will only be approved through rigorous business plan evaluation. As such the process has been redesigned to clarify this to the potential entrepreneurs right from the start.
5. The other change that might occur is broaden the scope of attracting improved business ideas, with measures like 1) to run one BSA in Juba, aimed at students from the Universities in Juba, who will need to return to their home locations of Yambio, Torit and Bor to run their businesses. With the potential of a couple residing in Juba who can buy from the production areas of mostly Torit and Bor, also potentially Yambio; 2) the advertisement and awareness raising for BSAs in project location will have a stronger focus on targeting young people from the Universities in Juba, who will return to their home areas to participate in the training and BSA.

### 8.4 Consequences of change on project strategy

The inclusion of training and value chains does not have any consequences and is not a change of strategy either but the willingness of the Project to do more for the benefit of the project targets. As there are BDAs who are centrally located in Juba to aid in the Juba based BSA, we do not foresee major consequences except if some potential entrepreneurs do not wish to return to run their business in the project areas after the BSA process ends.

### 8.5 Budget deviations

In the reporting period only the Monitoring, Evaluation and Accountability was more than 10% of the year-one budget because of adding additional data collection and studies during this period

## 9. Annexes:

### 9.1 Result Data and Facts in 2019

Table 1: Nr CMDRR Committee Established and Trained; PDRA Conducted

County	# of CMDRR Committees	Committee Members			Nr of PDRA	Trained Committee		
		F	M	T		F	M	T
Bor	10	37	53	90	10	47	30	77
Torit	10	36	53	89	10	21	71	92
Yambio	10	40	110	150	10	18	68	86
<b>Total</b>	<b>30</b>	<b>113</b>	<b>216</b>	<b>329</b>	<b>30</b>	<b>86</b>	<b>169</b>	<b>255</b>

Table 2: Total Target Reached and addressed Via CMDRR

County	Group and Target Reached				Reached by CMDRR				
	Group	F	M	Total	Group	F	M	Total	%age reached
Bor	45	722	624	1346	29	484	374	858	63%
Torit	60	988	882	1870	25	404	363	767	41%
Yambio	39	599	607	1206	31	485	483	968	80%
<b>Total</b>	<b>144</b>	<b>2309</b>	<b>2113</b>	<b>4422</b>	<b>85</b>	<b>1373</b>	<b>1220</b>	<b>2593</b>	<b>59%</b>

Table 3: PDRA Report Summary per County

Nr.	County	Payam	Boma	Identified Common Disasters and Risks (DRR)	Proposed Community Led Action Plans (CLAP)	Remark	
1	Yambio	Yambio, Gangura and Bazungua	All	Lack of clean drinking water	Lobby (I)NGO and UN agencies to drill bore holes for the community	The project will support the community in linking with (I)NGO and UN agencies (for ex with UNICEIF) for possible drilling of boreholes	
2					Fire outbreak during dry season		Community will Contribute labour during borehole construction
							Digging wells by the community
3	Fall army worms	Carry awareness session in public places like Churches, schools and Market	The CMDRR members have already conducted one radio talk show. The staffs are currently coaching selected CMDRR members who will later conduct awareness on fire outbreak				
Carry awareness through Radio talk show - need support from the project							
4	Bor	Makuach, Anyidi and Kolnyang	All	Flood	Carry awareness session in public places like Churches, schools and Market	The CMDRR members have already conducted one radio talk show. The staffs are currently coaching selected CMDRR members who will later conduct awareness on fire outbreak	
5					Livestock diseases/east coast fever		Carry awareness through Radio talk show - need support from the project
							Communities to contribute labour, during NGO engagement of Food for Assets on dye construction for flood control
6	Crop pests attack/ Fall army worms particularly	Digging of water cannel done by community voluntarily of when NGO support the community	We are connecting communities to NGO working on DRR support like CRS to help rehabilitation of old dyes and/or to construct new one if possible, this will help farming communities				
Livestock owners join hand with Government to pay money for their livestock vaccination		77 CMDRR members are trained of flood prevention and ready to conduct radio show on quarantine of the diseases and its prevention, Project Staffs are still Coaching committee members on how to detect the affect cattle by the same diseases'					
7	Torit		All	Drought	Public awareness done on quarantine to prevent wide spread of diseases	The CMDRR and peace dialogue members are trained in two Payam on its control using organic pesticides together with lead farmers SSADP II staffs are continuously coaching the CMDRR committee of others measures and control	
					Carry awareness through Radio Talk show		
					Used of tradition al control, I.e. ash spread on maize leaves when they are at knee high		
					Farmers join hand with ministry of Agriculture and FOA to use FALLigent pesticide for it control		
					Carry awareness through Radio talk show - need support from the project		
					Plant evergreen trees		

Nr.	County	Payam	Boma	Identified Common Disasters and Risks (DRR)	Proposed Community Led Action Plans (CLAP)	Remark
					Conserve soil and water	Extension advice on climate smart agriculture will be required Farmers should use good agricultural practices and climate smart agriculture The Project will ask FAO to introduce drought resistant crops like serena
					Stop burning of forests.	
					Introduce drought resistant crops	
8				Floods	Dig water channels to drain excess water	Community advised on flood control measures Communities should put flood control measures like drainage structures in place and in time Community should put flood control measures in place
					Plant trees like Eucalyptus near rivers to absorb excess water.	
					Drain flooded farmlands.	
8				Crop pests and diseases	Control pests and diseases by using integrated pest management method.	Community should raise awareness on pests; for instance, FAW, locust The community should report incidence of crop pest and disease to ministry of agriculture and FAO immediately Farmers should use integrated pest management methods
					Clearing nearby bushes that harbour pests and diseases	
					Use cultural methods of pest control	
9		Imurok, Kudo, Nyong, Himodonge and Bur		Livestock pests and diseases	Treat/vaccinate livestock	Livestock extension service provide should report and act on incidences of pest and disease outbreak immediately An outbreak of contagious and infectious livestock diseases should be reported immediately to the nearest veterinary or police station Community to be trained on prevention of pests and diseases to their livestock Community to be trained on use and administration of and pesticides (insecticides, acaricides,) vaccines for prevention Farmers should use preventive methods of livestock control like deworming
					Use preventive methods of controlling livestock diseases.	
10				Child abduction (Kudo)	Protect children Make awareness campaigns on prevention of child abduction	Security of children should be taken by the government.
11				Deforestation	Practice afforestation and reforestation	Farmers should resist rampant deforestation.
12				Land grabbing	Conduct peace dialogue with conflicting communities or persons.	Communities should enact laws that will safeguard their land.
					Demarcate land border lines clearly.	

Table 4: Local seed and farm tools supported

Type of Crop	Bor			Torit				Yambio				
	Quantity	F	M	T	Quantity	F	M	T	Quantity	F	M	T
Sorghum	5760 Kg	326	394	720	1680 Kg	190	146	336	7224 Kg	549	491	1040
Maize	1260 Kg	448	452	900	2055 Kg	71	135	206				
G/nut	2160 Kg	281	259	540	2705 Kg	235	306	541				
Farm tools	Hoes	Maloda	Rake	Planting Rope	Tape Measure	FEMA members in 2019						
Bor	120	120	120	30	30	Target	F	M	T	%age		
Torit	175	105				Total	1532	1487	3019	100		
Yambio				35	35	Existing	1346	1352	2698	89		
						Returnee	186	135	321	11		

Table 5: Summary of number of FEMA groups, Demo sites and reached farmers Per Payama

County/Payamas	# of FEMA	# of Demo sites	Existing Farmers			Returnee Farmers			Project Total		
			F	M	T	F	M	T	F	M	T
<b>Bor</b>	<b>30</b>	<b>29</b>	<b>381</b>	<b>375</b>	<b>756</b>	<b>67</b>	<b>77</b>	<b>144</b>	<b>448</b>	<b>452</b>	<b>900</b>
Anyidi	6	6	73	88	161	10	9	19	83	97	180
Baidit	6	6	80	77	157	9	14	23	89	91	180
Jalle	6	5	65	76	141	13	26	39	78	102	180
Kolnyang	6	6	103	48	151	19	10	29	122	58	180
Makuach	6	6	60	86	146	16	18	34	76	104	180

County/Payamas	# of FEMA	# of Demo sites	Existing Farmers			Returnee Farmers			Project Total		
			F	M	T	F	M	T	F	M	T
<b>Torit</b>	<b>35</b>	<b>27</b>	<b>486</b>	<b>488</b>	<b>974</b>	<b>77</b>	<b>30</b>	<b>107</b>	<b>563</b>	<b>518</b>	<b>1081</b>
Bur	5	5	39	108	147	1	2	3	40	110	150
Himodonge	9	4	112	140	252	8	4	12	120	144	264
Imurok	5	5	64	62	126	8	10	18	72	72	144
Kudo	7	7	100	85	185	17	8	25	117	93	210
Nyong	9	6	171	93	264	43	6	49	214	99	313
<b>Yambio</b>	<b>35</b>	<b>35</b>	<b>479</b>	<b>490</b>	<b>969</b>	<b>42</b>	<b>27</b>	<b>69</b>	<b>521</b>	<b>517</b>	<b>1038</b>
Bazungua	20	20	259	254	513	31	17	48	290	271	561
Gangura	8	8	82	107	189		2	2	82	109	191
Yambio	7	7	138	129	267	11	8	19	149	137	286
<b>Project Total</b>	<b>100</b>	<b>91</b>	<b>1346</b>	<b>1353</b>	<b>2699</b>	<b>186</b>	<b>134</b>	<b>320</b>	<b>1532</b>	<b>1487</b>	<b>3019</b>

Table 6: Yield per Feddan Before and After the Project Support

County	Nr Farmers	Yield per Feddan During Baseline Survey			Yield Per Feddan After Post-harvest					
		Maize	Sorghum	Gnuts	Maize	Change	Sorghum	Change	Gnuts	Change
SSADP II	2850	330	183	352	469	142%	357	195%	400	114%
Yambio	870	325	200	337	534	164%		0%	357	106%
Torit	1082	379	200	368	321	85%	371	186%	348	95%
Bor	898	271	150	336	190	70%	351	234%	204	61%
Women	1429	205	150	185	476	232%	367	245%	348	188%
Men	1421	365	150	393	463	127%	348	232%	367	93%

Table 7: Number and Members of Cooperatives supported by the Project

County	Registered From FEMA				Existing Cooperative				Total Cooperative			
	Nr	F	M	T	Nr	F	M	T	Nr	F	M	T
Bor					13	232	165	397	13	232	165	397
Torit	5	96	46	142	24	410	351	761	29	506	397	903
Yambio	15	240	227	467	21	306	327	633	36	546	554	1100
Total	20	336	273	609	58	948	843	1791	78	1284	1116	2400

Table 8: Annual Cropping and Marketing Calendar Per County

a. Yambio Cropping and Marketing Calendar

Months	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Rainfall			R	RRR	RRR	R	RR	RRR	RR	RRR	R	
Cassava	H+M	H+M	LC+M	M+P	P+W	W	LC	H+P	W	H+D	H+D+M	H+D+M
Groundnut	D+M	M	LC+M	M+P	P+W	W	LC+H	LC+H+P	D+M+W	W+M	W+M	H+D+M
Maize	D+M	M	LC+M	M+P	P+W	W	LC+H	LC+H+P	D+M+W	W+M	W+H+M	H+D+M

b. Torit Cropping and Marketing Calendar

Months	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Rainfall				R	RR	RRR	RRR	RRR	RR	RRR	R	
Sorghum	M	M	LC+M	M+P	P+W	W	W	LC+H+P	H+D+W	W+M	H+D+M	H+D+M
Groundnut	M	M	LC+M	M+P	P+W	W	W	LC+H+P	H+D+W	W+M	H+D+M	H+D+M
Maize	M	M	LC+M	M+P	P+W	W	W	LC+H+P	H+D+W	W+M	H+D+M	H+D+M

c. Bor Cropping and Marketing Calendar

Months	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Rainfall			R	RR	RRR	RRR	RRR	RR	RR	R	R	
Sorghum	M	M	M	LC+M	P	P+W	W	W+H	H	H+D	D	D+M
Groundnut	M	M	M	LC+M	P	P+W	W	W+H	H	H+D	D	D+M
Maize	M	M	M	LC+M	P	P+W	W	W+H	H	H+D	D	D+M

**Legend: LC: Land Clearing; P: Planting; W: Weeding; H: Harvesting; M: Marketing; D: Drying; and R: Rainy Season (RRR indicated peak rainfall season)**

Table 9: SWOT Analysis of Main VCs by MSP Participants in Yambio

Strength	Weakness
<u>Maize:</u> <ul style="list-style-type: none"> <li>Fertile Land</li> </ul> <u>Groundnut:</u> <ul style="list-style-type: none"> <li>Staple food for the people</li> </ul> <u>Cassava:</u> <ul style="list-style-type: none"> <li>Availability of Stem Cutting, low cost of production</li> </ul> <u>Honey:</u> <ul style="list-style-type: none"> <li>Good production climate, availability of locally made hives</li> </ul>	<u>Maize:</u> <ul style="list-style-type: none"> <li>Lack of high-quality certified seeds</li> </ul> <u>Groundnut:</u> <ul style="list-style-type: none"> <li>Labour intensive value addition facilities</li> </ul> <u>Cassava:</u> <ul style="list-style-type: none"> <li>Lack of modern skills in production and lack of processing facilities</li> </ul> <u>Honey:</u> <ul style="list-style-type: none"> <li>No Technical training, no good marketing, lack of protective gear during harvesting</li> </ul>
Opportunity	Threat
<u>Maize:</u> <ul style="list-style-type: none"> <li>Ready market for maize grains in</li> </ul> <u>Groundnut:</u> <ul style="list-style-type: none"> <li>Ready market, better price in the market</li> </ul> <u>Cassava:</u> <ul style="list-style-type: none"> <li>Suitable climatic condition essential for production</li> </ul> <u>Honey:</u> <ul style="list-style-type: none"> <li>Easy to sell, longevity in store (does not get spoilt)</li> </ul>	<u>Maize:</u> <ul style="list-style-type: none"> <li>Pest and Diseases (easily affected by Fall armyworm), dry spell and unpredictable rainfall</li> </ul> <u>Groundnut:</u> <ul style="list-style-type: none"> <li>Rodents and imported groundnut from Uganda</li> </ul> <u>Cassava:</u> <ul style="list-style-type: none"> <li>Pest and diseases, rotting, wildfire</li> </ul> <u>Honey:</u> <ul style="list-style-type: none"> <li>Threat: fire outbreak, snakes, bee bites</li> </ul>

Table 10: Market Outlet in Yambio County

Market Outlet	Quantity of Unshelled Gnuts (in 100 KG)				Quantity of Maize (in 50 KG)			
	Nr of Farmers	Planned to sale	Marketed Qt	Average Price in SSP per Kg	Nr of Farmers	Planned to sale	Marketed Qt	Average Price in SSP per Kg
Eden Coop	7	33.5	29	100	53	907	595	70
Local Mkt	179	738	603	100	196	1394	1123	75
STO	156	830	818	80	218	3172	3005	66
STO/Local Mkt	51	289	289.5	100	53	581	552	66
<b>Total</b>	<b>393</b>	<b>1890.5</b>	<b>1739.5</b>	<b>92</b>	<b>520</b>	<b>6054</b>	<b>5275</b>	<b>70</b>

Table 11: Number of BDAs Recruited and Trained

Location	Trained			Fully Certified			Conditionally Certified		
	F	M	T	F	M	T	F	M	T
Bor	1	8	9		3	3		2	2
Torit	1	3	4	1	3	4			
Yambio	1	8	9		2	2		2	2
Juba		6	6					1	1
<b>Total</b>	<b>3</b>	<b>25</b>	<b>28</b>	<b>1</b>	<b>8</b>	<b>9</b>		<b>5</b>	<b>5</b>

Table 12: Number YWE reached through innovation session and BST per County

Location	Innovation Session Participants			Business Ideas submitted for BST/BPC			BST Participants		
	F	M	T	F	M	T	F	M	T
Bor	1	48	49	12	36	48	11	18	29
Torit	22	57	79	28	55	83	12	20	32
Yambio	15	43	58	158	107	265	7	20	27
<b>Total</b>	<b>38</b>	<b>148</b>	<b>186</b>	<b>198</b>	<b>198</b>	<b>396</b>	<b>30</b>	<b>58</b>	<b>88</b>

Table 13: Number YWE coached and won the BPC per County

Location	Coaching session	Nr YWE Sought Out Coaching			Nr YWE Submitted BP			BPC Winners		
		F	M	T	F	M	T	F	M	T
Bor	42	9	10	19	9	10	19	4	5	9
Torit	35	9	14	23	11	16	27	6	4	10
Yambio	39	2	17	19	6	14	20	4	6	10
<b>Total</b>	<b>116</b>	<b>20</b>	<b>41</b>	<b>61</b>	<b>26</b>	<b>40</b>	<b>66</b>	<b>14</b>	<b>15</b>	<b>29</b>

Table 14: Number of VEMSA identified and ready for support

County	Nr of VEMSA	F	M	T
Bor	10	160	86	246
Torit	5	107	33	140
Yambio	10	161	164	325
<b>Grand Total</b>	<b>25</b>	<b>428</b>	<b>283</b>	<b>711</b>
<b>From FEMA/Coop</b>	<b>20</b>	<b>342</b>	<b>214</b>	<b>556</b>
<b>New Group</b>	<b>5</b>	<b>86</b>	<b>69</b>	<b>155</b>

Table 15: Number of MSMEs Scouted, Trained and Admitted to the Project

Location	Scouted MSMEs			Trained MSMEs in BST			One to one Coaching		Admitted MSME to the project	
	F	M	T	F	M	T	Nr of MSME	Nr of Session	Fully	Conditionally
Bor	9	32	41	0	14	14	9	18	3	7
Torit	26	14	40	19	6	25	17	50	18	11
Yambio	8	32	40	7	29	36	18	55	20	11
<b>Total</b>	<b>43</b>	<b>78</b>	<b>121</b>	<b>26</b>	<b>49</b>	<b>75</b>	<b>44</b>	<b>123</b>	<b>41</b>	<b>29</b>

Table 16: Summary of Access to Finance

## (a) Number of Borrowers in Yambio County

Borrower Category	Borrower Profile			
	Total Members	Youth	Male	Female
1 – Progressive Farmer	1		1	
2 – Bodo Cooperative	31	18	21	10
3 – Napisi Cooperative	30	17	16	14
4 – Kitoda Cooperative	33	11	15	18
5 – Ghabat Cooperative	30	26	23	7
<b>First Batch</b>	<b>125</b>	<b>72</b>	<b>76</b>	<b>49</b>
6 – Nakofo Cooperative	32	19	17	15
7 – Agric United Coop	34	17	13	21
8 – YWE – Martin Mbia	1	1	1	
9 – YWE – Michael Aliam	1	1	1	
<b>Second Batch</b>	<b>68</b>	<b>38</b>	<b>32</b>	<b>36</b>
<b>Total</b>	<b>193</b>	<b>110</b>	<b>108</b>	<b>85</b>
<b>Percentage</b>		<b>57%</b>	<b>56%</b>	<b>44%</b>

## (b) Amount of Loan Disbursed and Repaid per Borrower with Purpose of Loan in Yambio County

Borrower Category	Borrowing Month	Maturity Date	Loan Provision and Collection in SSP			Remark
			Disbursed	Repayment	%age	
1 – Progressive Farmer	Aug-19	Dec-19	75,000	42,626	57%	Agriculture Production Loan for Second Season
2 – Bodo Cooperative	Aug-19	Feb-20	300,000	114,000	38%	
3 – Napisi Cooperative	Aug-19	Feb-20	200,000	84,000	42%	
4 – Kitoda Cooperative	Aug-19	Jan-20	400,000	171,000	43%	
5 – Ghabat Cooperative	Aug-19	Feb-20	200,000	84,000	42%	
<b>First Batch</b>			<b>1,175,000</b>	<b>495,626</b>	<b>42%</b>	
6 – Nakofo Cooperative	Oct-19	Mar-20	300,000	15,750	5%	Value Addition Loan - Bulking and Marketing
7 – Agric United Coop	Oct-19	Mar-20	500,000	17,500	4%	
8 – YWE (Martin Mbia)	Dec-19	Jul-20	700,000			Vegetable Production
9 – YWE (Michael Aliam)	Dec-19	Dec-21	3,000,000			
<b>Second Batch</b>			<b>4,500,000</b>	<b>33,250</b>		
<b>Total</b>			<b>5,675,000</b>	<b>528,876</b>		



Figure 1: Farmers Utilization Plan per Crop per County

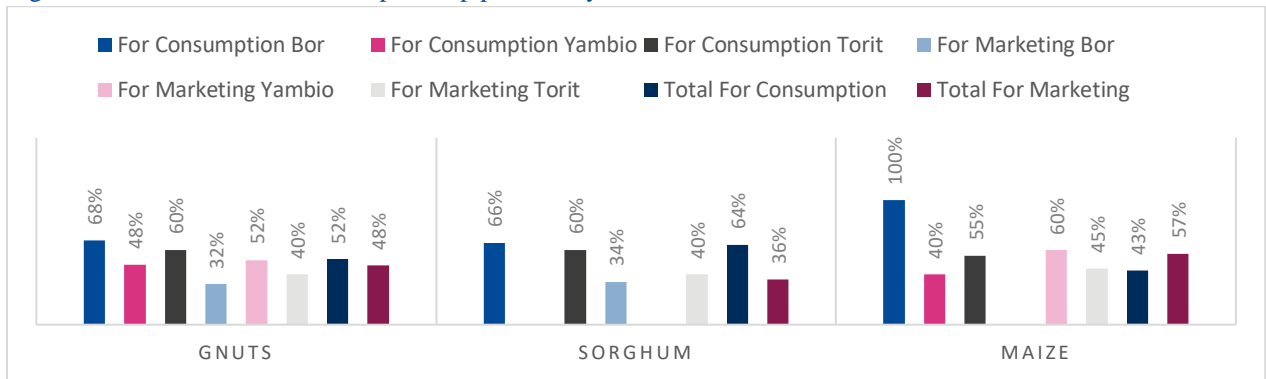


Figure 2: Food Price Index and Trader Market Price per month per County

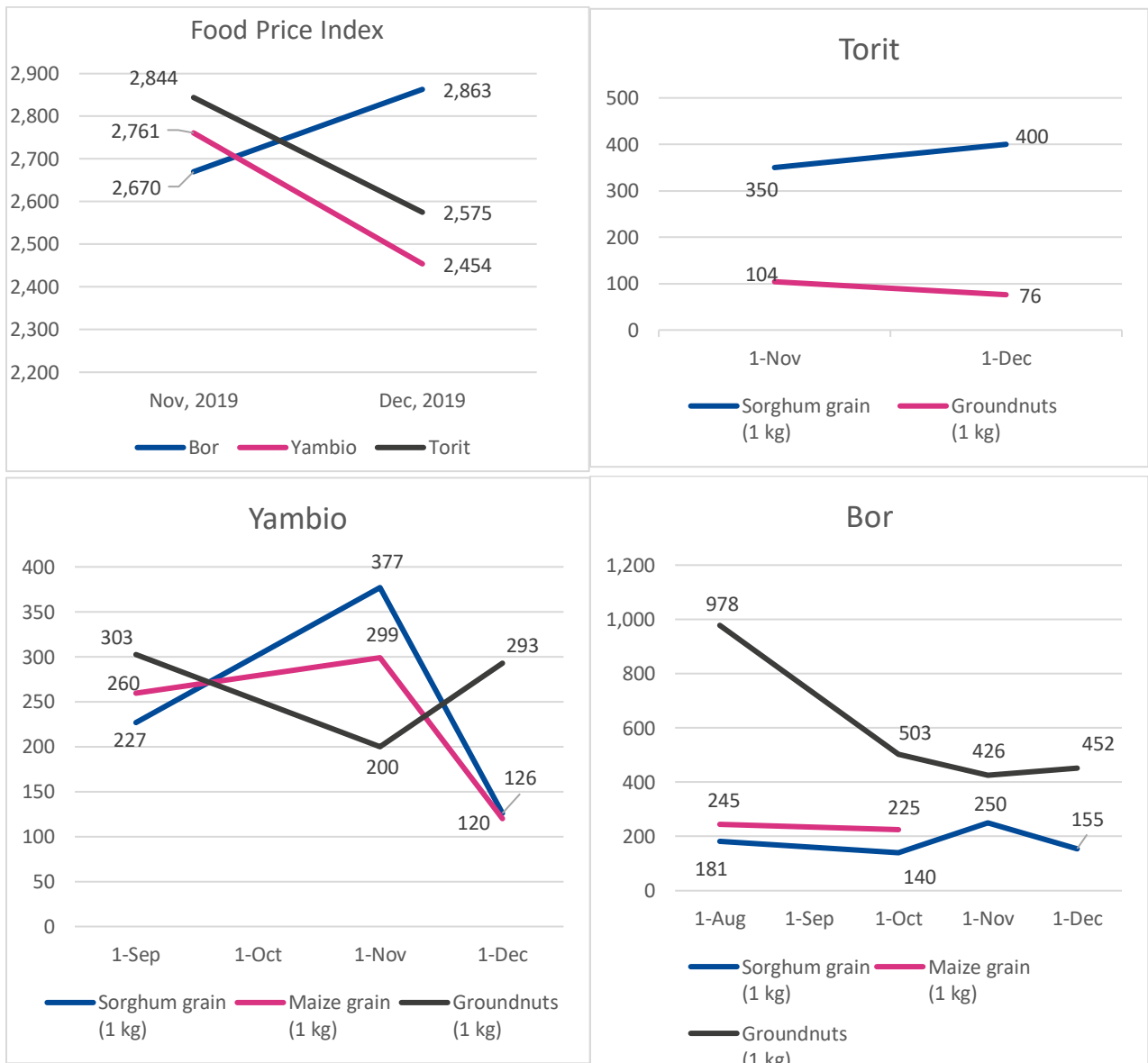


Figure 3: Major Market Outlets Market share per farmers and crop in Yambio County

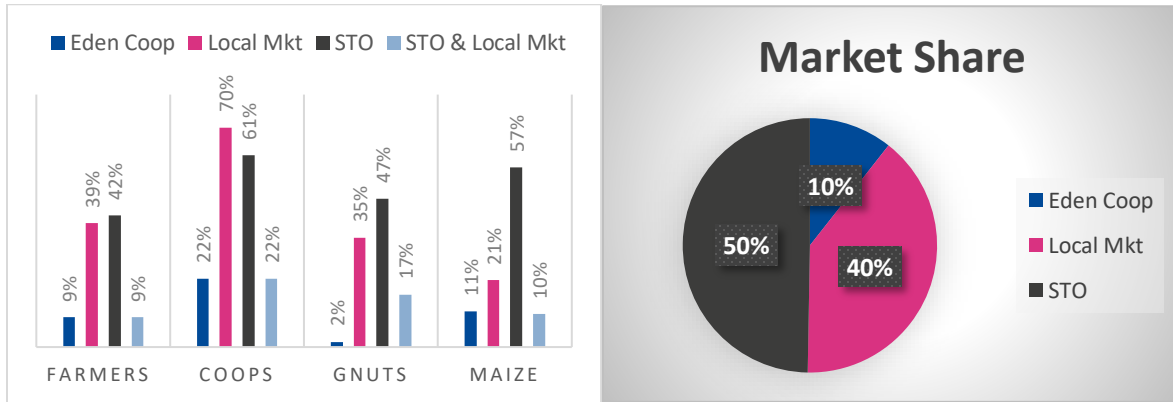


Figure 4: Supported Cooperatives and Membership

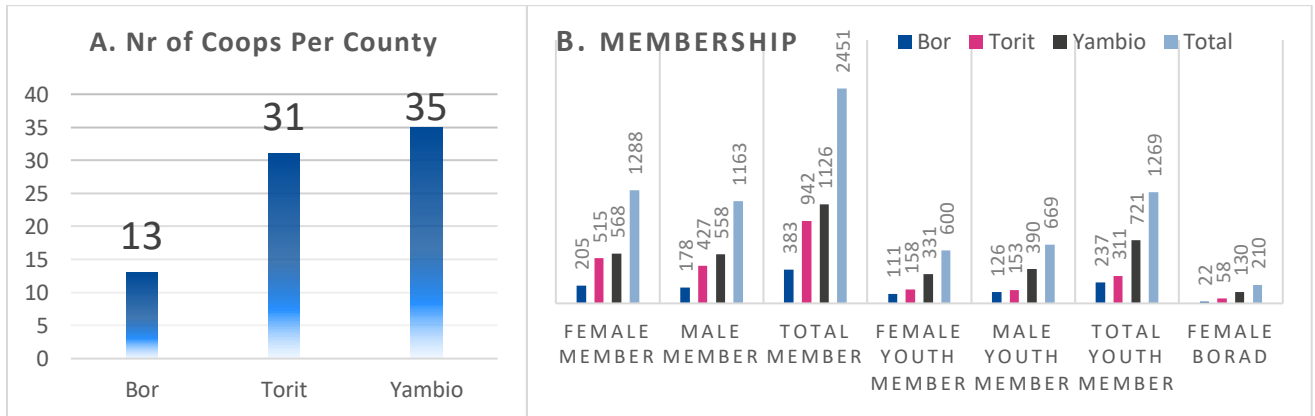


Figure 5: Number Coaching Session and Coached MSME per County

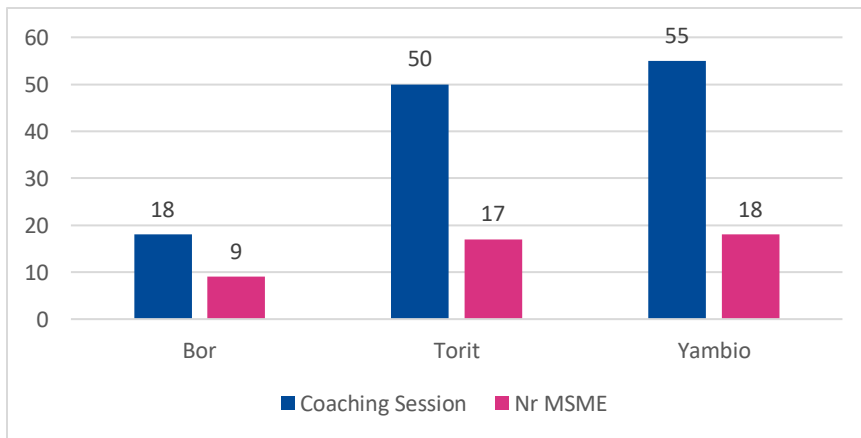
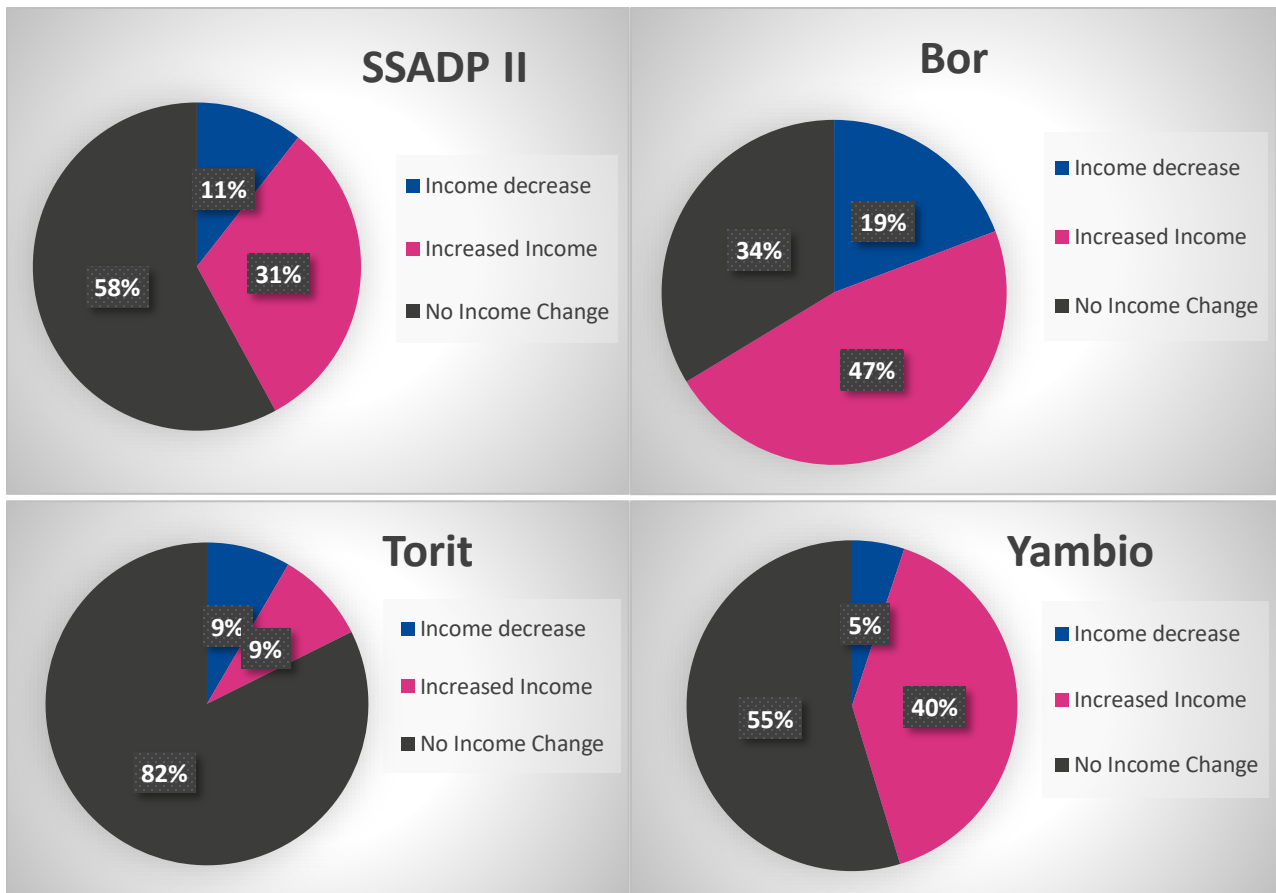


Figure 6: Income Change Before and After the project



## 9.2 Some Pictures from the Field



Practical Training and Farmers Co-Learning on GAP in FEMA Demo Sites and Acquired Knowledge in Practice



Major Farmer Challenges Flood (Above Left in Bor), Quila-Quila Bird (Above Right in Bor and Torit)



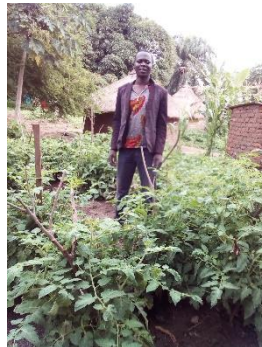
Fall Army Worm in all Counties (Field Inspection Above Left side in Yambio and Infested Maize by Fall Army Worm (Above, Middle) and Farmers while applying Ash to control Fall Army Worm (Above Right)



Cooperative Training in strategy development and planning (Left, Bor) and a Cooperative supported to register and get their certificate (Middle and Right in Yambio)



BDA's Completed the BST ToT (Above, Left) and YWE BPC Winners Certificate award (Middle, Yambio) and (Right, Torit)



Access to Finance in Yambio - Farmer Gordon Elisa (Left, inside his Maize field), YWE Martin Mbia (Above left, in his vegetable field) and Kitoda (The Rains have Come) Coop land clearance and preparation for collective production (above and below) and maize first harvest (below)



CMDRR Committee while conducting PDRA in Bor;



Harvesting and Post Harvesting Practices in all County  
 Maize (above first row)  
 Sorghum (above second row)  
 Ground nuts (above third row)



Road inaccessibility was a major challenge faced by the project staffs to reach beneficiaries



## 9.3 Result Data and Tabular Report for current period

### I. Result Data

Level	Description	Indicator	Unit of measurement	Baseline data		Overall Target	2019 Achievement	Overall Target Achievement in %age	Remark
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 hector by 30% (disaggregated by sex)	# of farmers	Maize	330	8000	1845	23%	From 2019 target it is 85% of farmers reported that their agricultural production and productivity of crops per hector increased by more than 30%
				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	2%	30% of the annual plan	
# of farmers who have increased their income sources (disaggregated by sex)	# of farmers	Bor in SSP	24,656.00	8000	935	12%	From 2019 target it is 31% of farmers reported that their income increased by more than 30%		
		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			For Long-term target, we shall measure during mid-term
MTO A1	Enhanced DRR and trust in targeted communities	# of CMDRR Plan implemented by target Communities	# of CMDRR Plan	Bor	17% (85)	105	30	29%	56% of 2019 plan and since implementation started late the project gave emphasis on enhancing farmers production and productivity activities
				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	0%	The priority was given to establish and strengthen CMDRR committees to enhance their capacity to facilitate the dialogue
				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	0	0%	The priority was given to strengthen partnership with government metrological department and UN agencies
				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	2591	32%	120% of the annual plan
				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	25%	The Action Research will be Conducted Annually



Level	Description	Indicator	Unit of measurement	Baseline data		Overall Target	2019 Achievement	Overall Target Achievement in %age	Remark
Output A2.1	Lessons learnt generated from action research	# of lessons learnt and recommendations documented from action research	# of lessons		0	8	2	25%	100% of the annual plan
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%	469	142%	Maize increased by 42% and Sorghum increased by 95%
				Sorghum	183		357	195%	
				Groundnuts	352		400	114%	
		# of hectares cultivated increased in % by farmers (crops, vegetable & fruit)	% change in hectare	Maize	0.76	50%	1.02	135%	Since it is the first-year farmers will expand their land in the coming years.
				Sorghum	0.74		0.99	134%	
				Groundnuts	0.58		0.79	138%	
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	38%	140% of the annual plan - The project directly procures and support 3019 farmers (51% female) with local seed (maize, sorghum and groundnuts)
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	0%	In this reporting period the project planned to conduct different assessment on availability, access and utilization. Starting from second year the project will support the operationalization of input supply system.
		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%	
		# of agro input dealers established (disaggregated by sex)	# of agro input dealers		0	9	0	0%	
Output B1.2	Improved seed production by targeted farmers	# of farmers who produce improved seed (disaggregated by Sex)	# of farmers		0	30			Second Year Plan
		Volume of improved seeds produced by farmers in Kg	Kgs		0	6000			Second Year Plan
Output B1.3	Local seed testing facilities established and operational	# of local seed testing facilities established and operationalization supported	# of Counties		0	3	950		Second Year Plan
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	28%	94% of the annual plan (3019*65%)
				Male	0				
		# of farmers who joined cooperatives (disaggregated by sex)		Female	1%	4750	609	13%	64% of the annual plan (4750/5 years) - (55% female). 20 FEMAs registered as a coop.
				Male	6%				
Output B2.1	Farmers apply good and climate smart agricultural practices	# of FEMA/FEMA successfully completed the cycle	# of FEMA/FEMA		0	350	100	29%	111% of the annual plan

Level	Description	Indicator	Unit of measurement	Baseline data		Overall Target	2019 Achievement	Overall Target Achievement in %age	Remark
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	48%	170% of the annual plan (554% of female form 78 coops - 58 existing and 20 registered from FEMA)
				Male	0				
		# of primary cooperatives joined SSAPU	# of Coops	Bor	111	100	57	57%	SSAPU started service provision in Bor and Torit because of this project; hence 13 and 29 coops in Bor and Torit joined SSAPU. 15 FEMA in Yambio registered as a coop and joined SSAPU.
				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	7%	These farmers are from Yambio which has two production season. Most farmers supported in this reporting period will access the availbale improved market in the coming year since the threshing will be finalized after Januray 2020.
MTO C1	Adequate and relevant Market Information Accessible and Available for Farmers and Agri-businesses	# of farmers using market information as part of their decision making (disaggregated by sex)	# of farmers		0	8000	562	7%	As a result of the market information farmers, 56% of the annual Plan, make a decision to choose the market outlets in Yambio
		# of Agribusinesses owners using market information as part of their decision making (disaggregated by sex)	# of agribusiness		0	750			Second Year Plan
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	7%	37% of the annual plan access three Market Outlets in Ymabio County - STO, Coops and Local Market
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	9	38%	100% of the annual plan (three calendars per county for each crop - Maize, Sorghum and Groundnuts)
		# of market messages and cropping Calendars shared by extension workers	# of message		0	24	9	38%	100% of the annual plan (three calendars per county for each crop - Maize, Sorghum and Groundnuts)
		# of market messages and cropping Calendars broadcasted through local radio	# of message		0	24	0	0%	Second Year Plan

Level	Description	Indicator	Unit of measurement	Baseline data		Overall Target	2019 Achievement	Overall Target Achievement in %age	Remark
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			Second Year Plan
Output C2.1	Improved warehouse facilities at county/local level	# of warehouses being functional (main and local)	# of warehouses		0	3 (18)			Second Year Plan
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, green pro, zero fly (disaggregated by sex)	# of farmers	Female	0	6500			Second Year Plan
MTO C3	Market Linkages Enhanced through Cooperatives/ Associations/ Farmer Organizations	# of Value Chains developed/ upgraded/ updated	# of Value chain		0	7	10	143%	Three Value Chains (Maize, Sorghum and Groundnuts) upgraded and developed while seven value chains Cassava, Honey, Pineapple, Vegetable (Okra), Fish, Goat and Poultry developed
		# of farmers adding value to their commodities (disaggregated by sex)	# of farmers			5000			Second Year Plan
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			10000	4267	43%	Through FEMA, Coop and VEMSA these farmers access market-oriented extension services (52% female)
		# of Value Chains actors linked with each other (disaggregated by sex).	# of actors			60		0%	Second Year Plan
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			Second Year Plan
		# of jobs created in agribusiness across the value chain (disaggregated by sex)	# of Jobs		0	90	2	2%	Two YWE started a agribusiness
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	6%	29% of the annual plan
Output D1.1	Cooperatives organizational and financial management capacity improved/enhanced	# of cooperatives which have improved FHC scores	# of Coops		0	135	8	6%	29% of the annual plan
		# of cooperatives with positive cost-benefit analysis	# of Coops		0	135	8	6%	29% of the annual plan
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			Second Year Plan

Level	Description	Indicator	Unit of measurement	Baseline data		Overall Target	2019 Achievement	Overall Target Achievement in %age	Remark
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	100%	
		# of RBDS Developed for VEMSA and MSMEs contextualized per value chain per programme location for (il) literates	# of RBDS Developed		0	1	0	0%	Second Year Plan
		# of VEMSA, Co-ops and MSMEs operators Entrepreneurial and Business Knowledge increased (disaggregated by sex)	# of trainees		0	1450	170	12%	59% of the annual plan (6 coops comprise of 190 members - 44 % female, 75 MSME and 88 YWE)
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	1%	5% of the annual plan and it was delayed due to YWE expectation to get full support by the project.
		# of youth and/or women-led businesses have grown/expand their businesses (disaggregated by sex)	# of agribusiness		0	50			Starting from Second Year
		# of youth and/or women-led businesses demonstrated sustainable performance (disaggregated by sex)	# of agribusiness		0	250			Starting from Second Year
MTO D3	Availability of- and Access to Appropriate Financial Products and Services Ensured	# of farmers, VEMSA, Coops and MSME's that have access to and received an appropriate loan products and financial services	# of VEMSA, Coops and MSME's			3895	9	0.2%	59% of the annual plan (1 progressive farmer, 6 coops comprise of 190 members - 44 % female - and 2 YWE)
Output D3.1	VEMSA, Co-ops & MSMEs have Bankable BP & access to finance services	# of VEMSA which increased their group savings	# of VEMSA			120			Starting from Second Year
		# of appropriate financial products developed for different type of crops and agri-businesses	# of loan products		0	6	3	50%	Loan for production, value addition and hire lease
		# of MSME, Y&WE, VEMSA, Coops and farmers' prepared bankable business plan	# of bankable business plan developed		0	4495	111	2%	12% of the annual Plan (75 MSME; 29 Youth and Women, 0 VEMSA, 6 Cooperatives and 1 farmer) prepared the bankable business plan and under appraisal by RUFU
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	1	0.03%	1% of the annual plan (1 progressive farmer accessed loan for second season) and the reason for low performance is delay developing loan products and revolving loan fund scheme

Level	Description	Indicator	Unit of measurement	Baseline data		Overall Target	2019 Achievement	Overall Target Achievement in %age	Remark
		# of agri-businesses owners have access to and received an appropriate loan products and financial services	# of agribusiness		0	895	8	0.89%	27% of the annual plan (6 coops comprise of 190 members - 44 % female - and 2 YWE accessed loan) and the reason for low performance is due to delay to develop loan products and revolving loan fund scheme
		# of target farmers and agri-business representative's financial literacy enhanced (disaggregated by sex)	# of farmers		0	5000	187	3.74%	It supposed to start in Second Year; however, we piloted in Yambio

## II. Tabular Report

Activity Code	Budget Line	Activity Description	Unit of Measure	Responsible Organization	2019 Target	2019 Achievement	Achievement in %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	3	3	100%	
A1.1.2	B411	ToT in Peace dialogue and CMDRR facilitation skill	# of trainees	Cordaid	27	14	52%	The number of staffs at during the ToT were only 14
A1.1.3	B412	Strengthening "Peace & CMDRR committees" in peace dialogue and CMDRR	# of Committee's	Cordaid	54	30	56%	The project focus on enhancing production and productivity
A1.1.4	B412	Train local Government and other Stakeholders on Peace Building and Conflict Resolution	# of trainees	Cordaid	270	255	94%	
A1.2.1	B414	Support Early Warning Information Dissemination Systems	# of Counties	Cordaid	3	3	100%	
A1.2.2	Staff Time	Support Communities to meet and discuss disaster and hazard coping mechanisms	# of farmers	Cordaid	2700	2593	96%	
A1.2.3	B414	Support Communities to actively disseminate EWS messages	# of farmers	Cordaid	270	255	94%	
A1.3.1	Staff Time	Joint disaster risk analysis to build resilience to natural and man-made hazards	# of Counties	Cordaid	3	3	100%	
A1.3.2	B413	Communities develop and disseminate early warning action plans including climate smart agriculture and nutrition practices	# of EWAP	Cordaid	54	0	0%	Partnership developed and the activity Carry over to 2020
A2.1.1	Staff Time	Inventory and concept decision on Action Research questions	Ls	Cordaid	Ls	1	100%	
A2.1.2	B421	Development of scoping paper (relate to literature) and define operational research frame	# of AR	Cordaid	1	1	100%	
A2.1.3	B423	Conduct an Action Research on Learning Questions (data collection)	# of AR	Cordaid	1	1	100%	

Activity Code	Budget Line	Activity Description	Unit of Measure	Responsible Organization	2019 Target	2019 Achievement	Achievement in %age	Remark
A2.1.4	B424	Reflection and learning sessions facilitated (Sensemaking and define new cycle of Action Research)	# of AR	Cordaid	1	1	100%	
A2.1.5	B422	Final decisions regarding research and Training in Action Research	# of AR	Cordaid	1	1	100%	
A2.1.6	B425	Coaching, follow up (skype and otherwise) and documentation	# of AR	Cordaid	1	1	100%	
B1.1.1	Staff Time	Conduct need assessment and map sources of inputs used by farmers in the county	# of Counties	Cordaid	3	3	100%	
B1.1.2	Staff Time	Conduct need assessment and map the available input supply and dealers in the county	# of Counties	Cordaid	3	3	100%	
B2.1.1	Staff Time	Identification of FEMA groups with development potential in the counties	# of FEMA	Cordaid	90	100	111%	
B2.1.2	Staff Time	Establish and strengthen FEMA to function sustainably in the counties	# of FEMA	Cordaid	90	100	111%	
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	20	100%	
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	180	200	111%	
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	90	91	101%	
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	2700	3109	115%	

Activity Code	Budget Line	Activity Description	Unit of Measure	Responsible Organization	2019 Target	2019 Achievement	Achievement in %age	Remark
B2.2.1	B225	SSAPU deliver extension services to cooperative members and non-members	# of farmers	Agriterra	1410	2400	170%	The Project started working with existing 58 coops and registered 20 FEMAs into Coops
B2.2.2	B226	Support SSAPU extension service provision through institutional Strengthening support	# of SSAPU	Agriterra	3	3	100%	
C1.1.1	B224	Develop and roll out a mobile application with GAP Information and market-oriented extension services	Ls	Cordaid	Ls	3	100%	
C1.1.2	B224	Farmers access market-oriented extension services	# of farmers	Cordaid	2700	4267	158%	The plan was only for those under FEMA, which was only for 2700 however, the service was given for coop members too
C1.1.3	Staff Time	Farmers access improved market for their produce	# of farmers	Cordaid	1500	562	37%	Due to heavy rain in 2019 farmers did not finalize threshing
C1.2.1	B111	Finalize and share Cropping and Marketing calendars	# of calendars	Cordaid	1	1	100%	
C1.2.2	B111	Support Value Chain Actors to share production and marketing information	Ls	Cordaid & SPARK	Ls	1	100%	
C1.2.3	B111	Support individual Farmers to use market information as part of their decision making	Ls	Cordaid & SPARK	1000	562	56%	Due to heavy rain in 2019 farmers did not finalize threshing
C1.2.4	B111	Support farmer groups to use market information as part of their decision making	# of FEMA	Cordaid	60	14	23%	Due to heavy rain in 2019 farmers did not finalize threshing
C1.2.6	B111	Support Cooperatives to use market information as part of their decision making	# of Coop	Agriterra and Cordaid	40	9	23%	Due to heavy rain in 2019 farmers did not finalize threshing
C2.2.1	B121	Support Individual Farmers to access and use Hermetic Storage Technology (HST)	# of farmers	Cordaid	3000	0	0%	Carry over to 2020



Activity Code	Budget Line	Activity Description	Unit of Measure	Responsible Organization	2019 Target	2019 Achievement	Achievement in %age	Remark
C2.2.2	B121	Support Farmer Groups to access and use HST	# of FEMA	Cordaid	100	0	0%	Carry over to 2020
C2.2.3	B121	Support Cooperatives to access and use HST	# of Coop	Cordaid	47	0	0%	Carry over to 2020
C3.1.1	B131	Conduct value chain analysis	# of assessment	Cordaid	1	1	100%	
C3.1.2	Staff Time	Conduct needs and capacity assessment of value chain actors	# of assessment	Cordaid	Ls	1	100%	
C3.1.3	B131	Establish and strengthening value chain focus multi stakeholder's platform (MSP) in each county	# of MSP	Cordaid		1	100%	
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	1	1	100%	
C3.1.10	Staff Time	Support Cooperatives to access and make use of services provided by ALOs/extension workers	# of Coop	Agriterra	47	23	49%	Ongoing activity
D1.1.1	Staff Time	Conduct scoping and assessments of each cooperative/group	# of assessment	Agriterra	1	1	100%	
D1.1.2	B221	Provide ToT to extension workers on Mycoop knowledge	# of Extension workers	Agriterra and Cordaid	20	17	85%	
D1.1.3	B311	Provide (peer to peer) training and coaching on cooperative governance and leadership etc.	# of Coop	Agriterra	47	51	109%	
D1.1.4	Staff Time	Provide training and coaching to Cooperative board members and staffs to build Mycoop attitude	# of Coop	Agriterra	47	17	36%	Ongoing activity
D1.1.5	Staff Time	Provide training/coaching to Cooperative members build to Mycoop attitude	# of Coop	Agriterra	47	17	36%	Ongoing activity and Total trained coop members account 200
D1.1.6	Staff Time	Support and strengthening Cooperatives to developed action plan	# of Coop	Agriterra	20	45	225%	Since we supported 79 coops
D2.1.1	B3201	Support physical (infra)structure Agribusiness Hubs and Spokes	Year	SPARK	1.5	1.5	100%	

Activity Code	Budget Line	Activity Description	Unit of Measure	Responsible Organization	2019 Target	2019 Achievement	Achievement in %age	Remark
D2.1.2	B3206-1	Develop & Adapt (il) literates training materials and coaching methodology in Entrepreneurship & Business Skills	# of training materials	SPARK	1	1	100%	
D2.1.3	B3206-2	Capacity Building of BDAs & Technicians in new Training materials in entrepreneurship and Business Skills	# of BDA	SPARK	35	28	80%	Ongoing activity
D2.2.1	B3204	Awareness raising campaign and events	Event	SPARK	10	7	70%	Ongoing activity
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	150	186	124%	Since there were many interests in each county
D2.2.3	B3205	Provide core business skills training to existing (il) literate youth and/or women-led businesses	# of Business	SPARK	90	88	98%	
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 BP	# of Business	SPARK	90	75	83%	A total of 116 coaching sessions conducted
D2.2.5	Staff Time	Support (il) literate youth and/or women-led businesses to access financial services	# of Business	RUFI	20	4	20%	Ongoing activity
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	72	0	0%	Carry over to 2020
D3.1.1	Staff Time	Strengthening VEMSAs saving capacity	# of VEMSA	Cordaid	25	25	100%	
D3.1.2	B3202	Provide Business skill and IGA SPM training to VEMSAs	# of VEMSA	Cordaid	25	0	0%	Carry over to 2020
D3.1.3	B3203	Support VEMSAs to access matching seed capital to kick start business	# of VEMSA	Cordaid	25	0	0%	Carry over to 2020
D3.1.4	B3207-4	Scouting & Validation for Youth and women MSMEs	# of MSME	SPARK	120	121	101%	
D3.1.5	B3210	Provide core business skills training to existing (MSMEs) youth and/or women-led businesses	# of MSME	SPARK	75	75	100%	

Activity Code	Budget Line	Activity Description	Unit of Measure	Responsible Organization	2019 Target	2019 Achievement	Achievement in %age	Remark
D3.1.6	B3211	Provide coaching to write bankable Business Plans (MSMEs) youth and/or women-led businesses	# of MSME	SPARK	60	44	73%	A total of 123 coaching sessions conducted
D3.1.7	B3212	Provide one on one coaching/mentoring to existing (MSMEs) youth and/or women-led businesses	# of Sessions	SPARK	72	123	171%	Since it is the beginning of the project the demand is high
D3.2.1	Staff Time	Identification/mapping of MFIs/ VEMSAs operating in the projects operational area	Ls	RUFI	Ls	1	100%	
D3.2.2	Staff Time	Identification of banks or other money transfer mechanisms in the counties	Ls	RUFI	Ls	1	100%	
D3.2.3	Staff Time	Develop an assessment tool to assess the capacity/performance of VEMSAs	# of assessment	Cordaid/RUFI	Ls	1	100%	
D3.2.5	Staff Time	Support MFI's in identifying the most efficient and effective ways of serving the target groups	# of MFI	Cordaid/RUFI	Ls	1	100%	
D3.2.6	B331	Support MFI's to develop appropriate loan products and financial services (including exposure visit to neighbouring country)	# of MFI	Cordaid/RUFI	1	1	100%	
D3.2.7	Staff Time	Assess credit needs and level of financial literacy skills of farmers and agri-businesses	# of assessment	Cordaid	Ls	1	100%	
D3.2.8	B333	Provide financial literacy training to target farmers and agri-businesses	# of farmers	Cordaid	1000	187	19%	Carry over to 2020
D3.2.9	B332	Set-up RLF for VEMSAs, Coop and MSMEs businesses	# of Loan fund	Cordaid/RUFI	Ls	1	100%	
D3.2.10	Staff Time	Support Farmers to access loan and financial Services from and MFI	# of farmers	Cordaid/RUFI	100	191	191%	190 farmers are members of 6 coops
D3.2.11	Staff Time	Support Agrobusinesses/ MSEM/ VEMSA/ Coops to access loan and financial Services from MFI	# of agribusiness	Cordaid/RUFI	30	8	27%	Ongoing activity

## 9.4 Financial Report (Mid-August 2018 to December 31, 2019)

Even though the narrative report covered 2019 implementation period (February to December 2020) the financial report covers Mid-August 2018 to December 2019. Accordingly, the project allocated EURO 2.32 Million for actual implementation of the project activities including inception phase (mid-August 2018 up to 31 December 2019). The overall spending is EUR 2.2 Million with 95 % burn-rate from the annual budget. Among the expenses, 76% is direct project cost and 24% is support cost. The below table shows the summary of the 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 17: Financial Report Summer Per Budget Heading per Consortium in EURO

Budget Heading	CORDAID			AGRITERRA			SPARK			SSADP II		
	Plan	Spent	BvS	Plan	Spent	BvS	Plan	Spent	BvS	Plan	Spent	BvS
<b>Human Resources</b>	489,096	533,812	109%	99,780	84,803	85%	198,400	161,952	82%	787,276	780,567	99%
<b>Program Activities</b>	380,129	319,520	84%	99,750	94,276	95%	185,060	193,066	104%	664,939	606,862	91%
Outcome 1	84,204	83,244	99%	-	-	-	-	-	-	84,204	83,244	99%
Outcome 2	107,146	84,423	79%	96,000	88,739	92%	-	-	-	203,146	173,162	85%
Outcome 3	140,771	132,122	94%	3,750	5,537	148%	185,060	193,066	104%	329,581	330,724	100%
Outcome 4	48,008	19,731	41%	-	-	-	-	-	-	48,008	19,731	41%
<b>M&amp;E, &amp; Accountability</b>	111,324	126,698	114%	-	-	-	-	-	-	111,324	126,698	114%
<b>Equipment &amp; Services</b>	313,897	340,631	109%	-	-	-	-	-	-	313,897	340,631	109%
<b>Travel</b>	102,078	117,611	115%	68,045	32,988	48%	30,900	34,779	113%	201,023	185,379	92%
<b>Contingency Budget</b>	80,000	-	0%	-	-	-	-	-	-	80,000	-	0%
<b>Total Project Cost</b>	1,476,523	1,438,273	97%	267,575	212,067	79%	414,360	389,797	94%	2,158,458	2,040,137	95%
<b>Overhead Costs</b>	108,613	105,799	97%	23,287	18,456	79%	32,179	30,272	94%	164,079	154,527	95%
<b>Grand Total</b>	1,585,136	1,544,072	97%	290,862	230,523	79%	446,539	420,069	94%	2,322,537	2,194,664	95%

## 9.5 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, Micro-finance Specialist and 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).

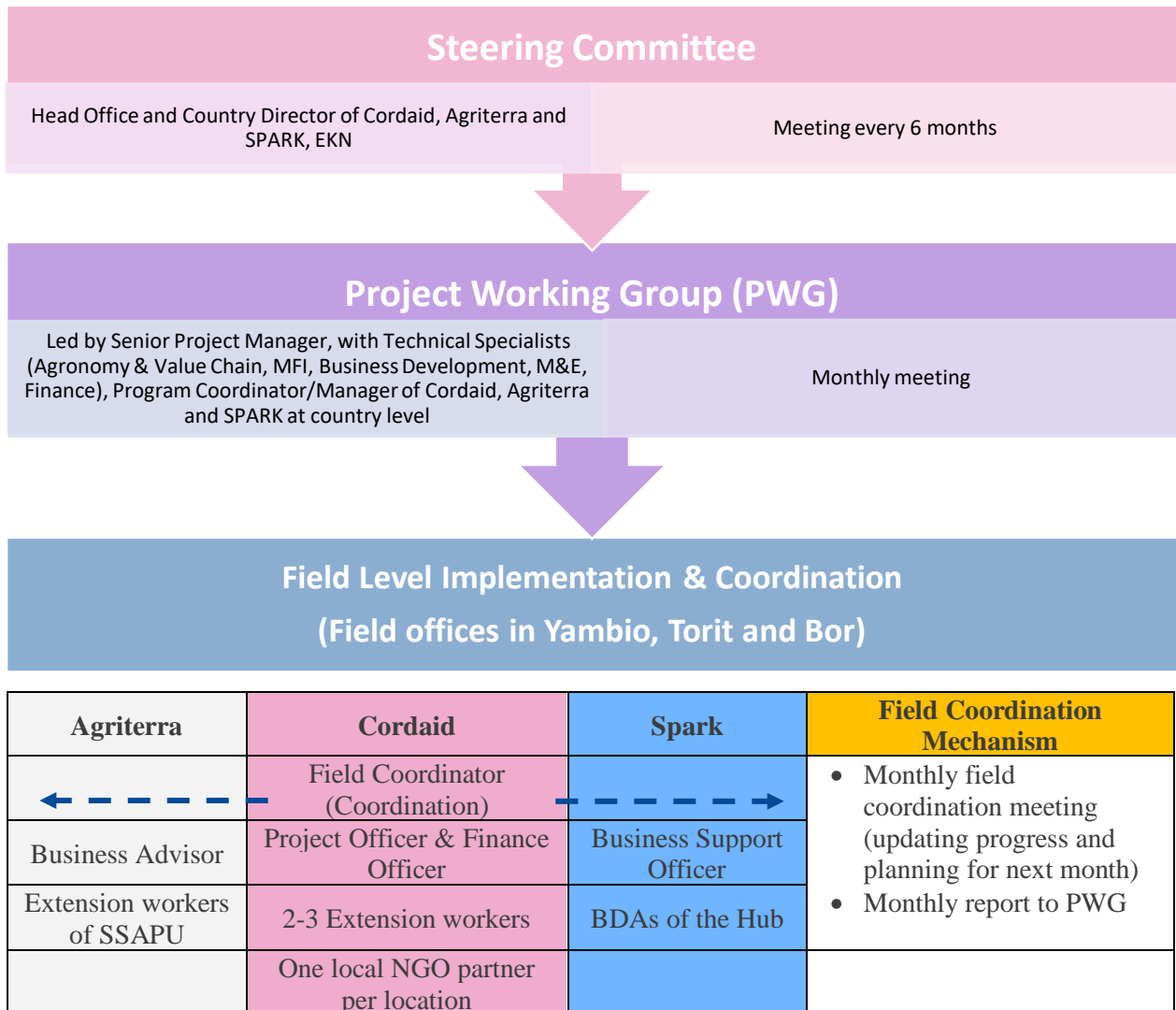
The Steering Committee (SC) comprise of two levels of membership – decision making and nonvoting members from Consortium Partners including EKN and Global Office. Cordaid South Sudan Country Director is the chair and project owner. The SC is the highest decision maker of the project that approves and endorses project annual plans and budgets. In addition, the SC will guide, follow and ensure the project is in compliance with 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, mid-term evaluation, develop VEMSA MIS, ... etc.



## 9.6 Human Interest Story

### 1. “From Cycles of Continues Poverty and Food Insecurity to Household Self-Reliance Through Sustainable Market-based Farming Support.” *Geu Deng Agot*



Geu Deng Agot, a 53-year-old father rearing his 6 children (3 boys & 3 girls) alone, lives in Panaper village of Anyidi Payam in Bor South County.

As a project beneficiary member of Farmer Economic and Marketing Association (FEMA), like other members of producer group, Geu benefited from the tools and seed distributions and related training, coaching and mentoring on key thematic areas such as Good Agriculture Practice. Integrated Pest Management, Post-harvest handling, Farming as business from the SSADP2 project team as a support to strengthen his skill to tap opportunities available to improve the welfare of his kids and family.

Seizing this opportunity from the project support, Geu, together with his family members, cultivated sorghum of a farm size of 2 feddan (one feddan is equivalent to 60 x 70 meters) from last year farming season and managed to successfully produce 16 bags of 50 Kgs sorghum yield. Out of the 16 bags, the family planned to consume 5 and tap an investment opportunity to sale eleven bags at a cost of @ 8,000 SSP generating a sum of 88,000 SSP.



When asked about what he will do with the money, he responded, ‘I planned to use part of this money to buy vegetable seed, cultivate along the Nile river and seize the market opportunity during the dry season and part of the money will be used to educate my six children in both primary and secondary schools’.

Despite the prevailing rural insecurity coupled with flooding at unexpected frequency, Geu remains committed to engage in farming to continue improving his family wellbeing and earns more income on yearly basis.

‘Farming has greatly changed my life. I now have enough food for my family and have learnt that through these farming, I can start business from my produce because there is high market demand for farm produce’.

After the 2013 South Sudan political turmoil and devastating conflicts that uprooted millions of South Sudanese civilian from their homes, Cordaid organization, one of the prominent and leading Dutch faith-based Catholic organization based in Netherlands, extended its support to fill the nexus by building the resilient of the families in Bor to recover from shocks and stress and fully engage in market oriented production. The project support farmers on sustainable production, access to market, access to finance, access to technology and market-oriented extension skills transfers.

2. **“With the knowledge and skills, I gained from the trainings offered by the project my production level has increased and my livelihood diversified.”** *Gibson Salah*

Gibson is a member of Nahua II-Multi-Purpose cooperative who lives in Nahau village, Bodo Boma, Bazungua Payam, of Yambio, South Sudan. Gibson has four children and 2 other dependent children who are belong to his brother and sister. Nahua is a village under Bodo Boma, located 17.8 Km away from Yambio Town. It has flat land and green vegetation with a lot of mangos and palm trees. It has fertile soil which is good for agricultural production. Gibson family live in a Tukul grass thatched house with one local storage facility.

According to Gibson, “Few year ago, my family was displaced to James Diko - a village located along the border with DRC for safety. After the conflict has gradually been reduced in 2018, I moved my family back to my village. During that time, I managed to produce 12 bags of Maize (each of 50 kgs) from one feddan and also cultivated one feddan of ground nuts which did not do well. Moreover, there was no extension service delivery to Bodo boma/ village. Paying school fees was a challenge for me due to poor harvest as a result of traditional farming methods.”



According to Gibson, “I joint the Nahua II farmer group in Feb 2019, and it was registered as cooperative after getting support from the SSADP II project. With the new knowledge and skills I gained from the trainings offered by Cordaid, RDAA and SSAPU, my production level has increased. I was able to produce and sale 5 bags (each of 100Kgs) of unshelled groundnuts worth 50,000SSP which was not the case. I also produced 18 bags of Maize from one feddan which I did not sell because of low price in the market. With the training on income generating activities I was able to diversify into other different enterprises and invested 30000 SSP from the ground nut sale into tomato production, 7500 SSP into poultry and the rest of the money for family

expense. I also included honey/ bee production into my enterprises through use of family labour. After the production and sale of my tomatoes I was able to earn a total of 160,000 SSP. I sold my tomatoes at farm gate of Bodo market and in Yambio. Through the sales of the tomatoes I invested 100,000 SSP into petty trade and now own a small shop of mixed goods in Bodo centre. I as well saved up the remaining balance from the sales of the tomatoes for future uncertainties. The major challenge is fall army worm’s infestation and termites attack.”



According to Gibson, the trainings provided by Cordaid, RDAA and SSAPU has greatly increased their knowledge in crop production and finance management. Before the project, they were practicing traditional farming which resulted to low yields. But after the trainings they got, they are practicing new farming methods which have improved their yields. In the project, Cordaid and RDAA provided trainings on good Agronomic Practices, Finance Literacy and postharvest handling, while SSAPU and Agriteria provided them with trainings on Leadership and Governance, MyCoop attitude and record keeping which has broaden their Knowledge.



According to Gibson, “due to improvement in security situation in the state, I realized increased production of maize and Groundnuts. I have now diversified my business including tomato production, honey and petty trade. Right now, I don’t have problem of paying school fees and medical bills for my family compare to years back.”

### 3. “If I sell 300 kg of maize & groundnuts in March 2020, I will get more than 30,000 pounds.” *Jackline Osman*

Ms. Jackline Osman who is 23 years old from Bur village is a member of Kwak Etemuno (literally means: Quick to become happy) FEMA group. She has two children with whom she stays alone, due to the fact that her husband is a soldier who is deployed elsewhere in the country and he could not have much time staying home.



According to Jackline, life had been so difficult for her before as she had always not enough food to feed her children since they came from Juba since 2017. Ms. Jackline said that they were used to feed on wild fruits such as coconuts and its products (Afiraa or tubers). “I used to go to the forest in search of coconut fruits to feed my children ignoring all the risks in the bush as a woman,” said Jackline.

According to Jackline, “Thanks to Cordaid, the project has provided the support of seeds and training on good agricultural practices, Community Managed Disaster Risk reduction and Peace dialogue.” I voluntarily join the group in May 2019 because I wanted to get knowledge and skills to improve my living,” said Jackline. She also said that the training she got helped her to plant maize in rows at a recommended spacing, with proper weeding and pests’ control of which she managed to harvest 600 kg as compared to only 250Kg she harvested in 2018 from same 1.6 cultivated feddans. Jackline said that she planned to sell 300 kg of maize to earn income which she will used to expand her farm, pay school fees and medical bills including buying basic items like clothes for children.

“If I sell 300 kg of maize and groundnuts in March 2020, I will get more than 30,000 SSP,” said Jackline. She also said that despite of the benefits, she experienced floods and pests to be the major problems which affected good yield especially the sorghum. According to Jackline, she acquired additional skills in CMDRR and Peace dialogue which is useful in managing their environment and resolving conflict in her home and community at large.



Jackline said that she is ready to transfer the same knowledge and skills to benefit other members of the community.” She also states, “I am ready to share the same knowledge and skills given to me by the Project with other community members so that they become self-reliance like me”. In addition, she mentions, “As you can see, I have asked the people to construct for me a new granary for storing my grains and groundnut because the yield has improved this year as compared to the past years where I used to get less harvest because of practicing poor agronomic methods”. In conclusion, Jackline appreciated the support given to her by the Project and urged the Organization to continue providing the same help to other community members who are in need. Jackline said that she is planning to increase production this year because she has enough maize seeds and the budget to hire labour. She also needs to buy groundnuts seeds this year so that she can establish a new groundnuts garden.

#### 4. Napisi Success through Access to Finance

The Food Security through Agribusiness Project in South Sudan is funded by the Netherlands Embassy in the country and implemented by a consortium of Cordaid, Agriterra and SPARK. One of the unique elements in the project is the linkage of farmers to financial institutions in order to access financial services. In 2019, Rural Finance Initiative (RUFII) provided loans to six cooperatives trained under the project to implement commercial agriculture. Among these was Napisi Cooperative located in Bazungua Payam in Yambio County. The cooperative was only formed in 2018 and has 30 members, 47% of whom are women and 57% youth.

Having never borrowed before, the group was initially skeptical of borrowing but eventually took a loan to help expand maize production acreage. With continuous technical support from the project, the group was able to realize a bumper harvest. A visit to the group during harvest time revealed that excited members were energetically harvesting maize. On being asked how much they expected to get, the answer was, “That is not important at the moment. What is important and exciting is that the yield we have is more that we have ever gotten even as individual members combined”.



Napisi then went on to dutifully repay their loan and with only an installment outstanding they are more than confident to complete the loan in time and get another one for the 2020 farming season. The dry season, January to March, is usually a period of relaxation but that was not the case with Napisi. Having been taught about income diversification, the group decided to venture into dry season vegetable production and in 2 weeks’ time, will be supplying fresh vegetables to the Yambio Market.

“We have not been idle,” they confirmed. “And if you go to our farm now, you will find that we have already cleared it for 1<sup>st</sup> season farming. We are only waiting for the rains.”

Asked whether they actually benefited from the loan, the group treasurer thoughtfully answered, “One thing I realized is that with the loan we tended to work harder.” She suddenly got lost for words probably wondering why this was the case unlike when they get free agro inputs from humanitarian organisations. That statement alone, a change in mindset, surely implies more success than the profits.

## 9.7 Criteria Employed During BDA's Recruitment and the Advertisement



### Expression of Interest for freelance consultants



Premium Agro Consult Ltd.

### PROFILE OF THE POSITION

<b>Title:</b>	Business Development Advisor (BDA)
<b>Locations:</b>	Bor, Torit or Yambio
<b>Reporting to:</b>	Premium Agro Consult Company Ltd
<b>Project:</b>	SSADP II

### BACKGROUND INFORMATION

The second phase of the South Sudan Agribusiness Development Programme (SSADP II) with funding from the Embassy of the Kingdom of Netherlands in Juba, is being implemented by a consortium of three international NGOs: Cordaid (the lead agency), SPARK and Agriterra. SSADP II is a five-year programme (2018-2023), with a threefold overall goal of (a) improving food security for the people of South Sudan (b) launching of agribusiness sector in the country, and (c) development of entrepreneurship, with a major focus on youth and women. The international agencies are implementing the programme together with local South Sudanese partner institutions that include the Rural Finance Initiative (RUFU), the South Sudan Agriculture Producers Union (SSAPU) and Premium Agro Consult Limited. The current project areas of implementation are Bor, Yambio and Torit, with plans to expand to other locations in coming years.

### PURPOSE OF THE POSITION

SPARK has signed a partnership agreement with Premium Agro Consult Ltd for (a) training of entrepreneurs in the agriculture value chains of maize, sorghum, cassava, groundnuts, vegetable and poultry for youth, women and micro, small and medium enterprises (MSMEs) and (b) identification, training and engagement of Business Development Advisors (BDAs) in the project locations. Premium Agro Consulting Limited is a consulting firm with its head office in Juba. The company has ample experience in many localities of South Sudan, including experience working with the SSADP I project that started in 2013 and finished 2017. The company, therefore, has expertise in provision of business advisory services, financial management, agro-technical advice, creation of value chain linkages and market-lead approach in the agricultural sector.

We are looking for ambitious South Sudanese nationals, who have a skillset in entrepreneurship and business and who have an interest to develop their capacity, work experience, and further their career as Business Development Advisors (BDAs) in agribusiness sector. The prospective candidate should be passionate about supporting youth and women entrepreneurs to start and or grow their businesses. Candidates should also be ready to provide services in the current project locations of Bor, Yambio and Torit.

### WHAT IS A BUSINESS DEVELOPMENT ADVISOR (BDA)?

BDAs are at the frontline for business development, working day-in-and-day-out with entrepreneurs, on site at their businesses. They provide critical advisory services to support the youth and women enterprises to be able to problem solve, to avoid short falls, while also boosting them to grow and scale. BDAs are not

full-time employees of Premium, rather they are consultants who are hired on an “as-needed” basis by the project. Therefore, this role works well for those that are working on their personal businesses or who are looking for flexible work.

### **KEY RESPONSIBILITIES OF A BDA**

The key responsibilities of a Business Development Advisors (BDA) include:

- Identification of entrepreneurs.
- Training of youth and women entrepreneurs (aspiring, start-ups and existing MSMEs) in the agribusiness value chain.
- Provision of market linkages to help them develop and grow their businesses.
- Coaching and mentoring the clients in:
  - market analysis,
  - strategy development,
  - agro-technical advice,
  - business plan development
  - provision of business support on linkages with access to finance, when needed.

### **ROLE STRUCTURE**

Premium Agro-consult is a consulting firm and BDAs are not employees of the company. Rather you are an external consultant who is hired on an assignment basis. Under SSADP, there are constant activities, therefore, while not an employee, there is a high volume of available work available for BDAs to undertake.

### **CAPACITY BUILDING**

A major part of becoming a BDA, is that applicants will have their capacity built in business skills training by Premium, in partnership with SPARK. Prior to engaging in any work with entrepreneurs, applicants BDAs will go through a ToT and certification process, where they will be certified in the training materials developed for SSADP II.

### **Personal Specification of the applicant**

The applicant for this role should possess the personal attributes outline below:

#### **a) Essential**

The following are the essential requirements for the role:

- The applicant should have at minimum an undergraduate degree or high school diploma in the field of business management or economics or agriculture/agribusiness or related disciplines.
- At least 3-5 years of work experience either managing a business or as its owners.
- Experience in commercial farming, agriculture extension, or experience in related businesses either as the owner or employee.
- good networking ability and able to work comfortably with diverse groups of people.
- Excellent understanding of the private sector and market dynamic in post-conflict and fragile environments.
- Strong analytical and planning skills.
- Competence in coaching and mentoring business clients (aspiring or start-ups or existing businesses) particularly for youth or women groups including other categories of clients ranging from illiterate, semi-literate or literate groups.
- Basic Financial skills, including budgeting, cash flow statements, Profit loss statements and reporting.
- Previous experience in donor reporting.
- Ability and willingness to travel extensively to business location sites and work independently with minimum supervision.
  - Flexibility in scheduling

#### **b) Desirable**

The following are the desirable attributes for the role:

- South Sudanese national including those from the diaspora.

- Proficient in written and spoken English with a working knowledge of Juba Arabic or any of the local languages of the project locations.
- Proven experience of working in tough or hardship environments and still deliver results under tight deadlines.
- Either already living or willing to be based for extended periods of time in the project locations of Bor, Yambio and Torit.

#### **APPLICATION PROCCES**

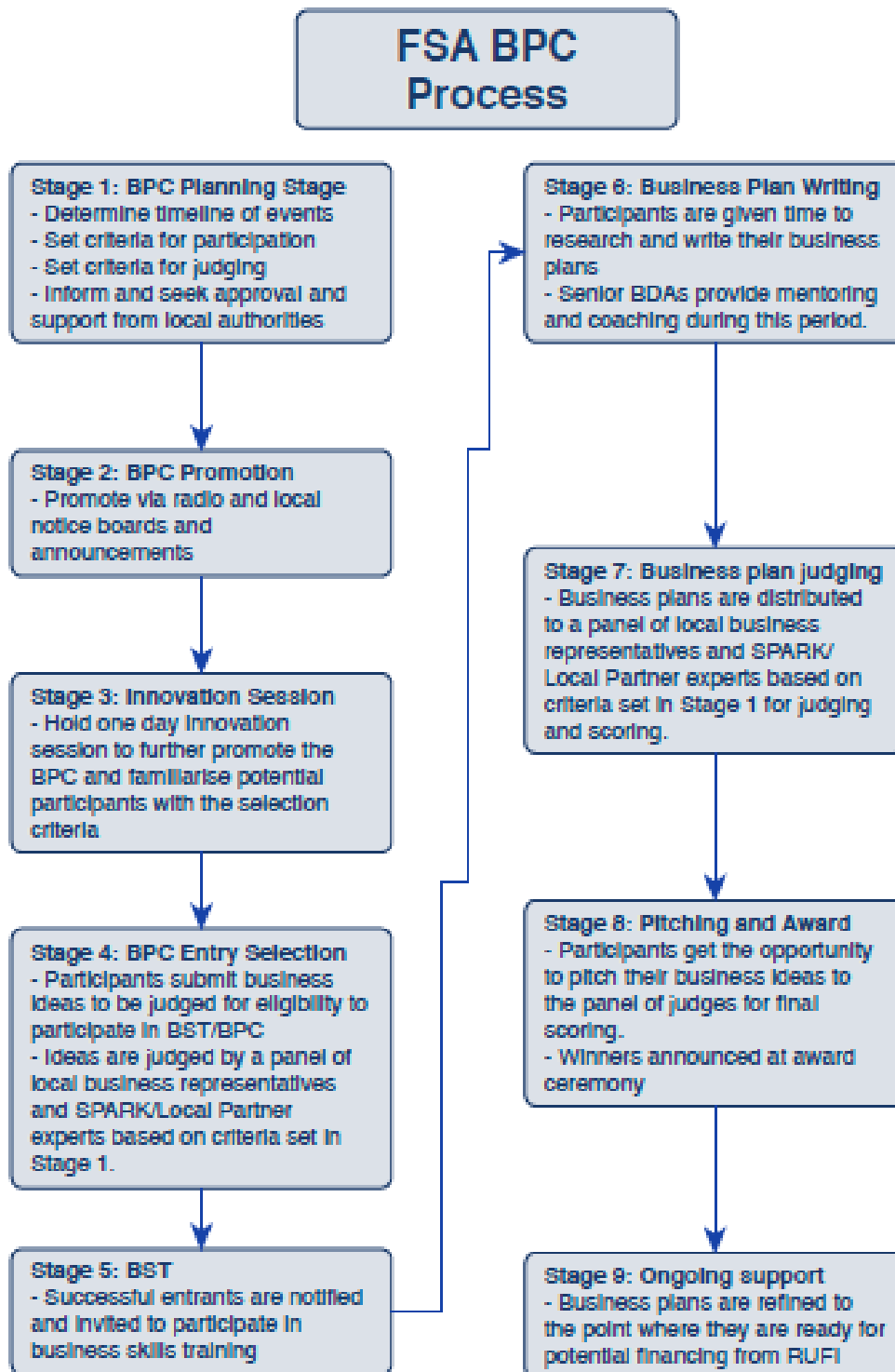
If you think you satisfy the above conditions, please submit an application letter of not more than one page and a two page CV to the following email: <infopremconsult2017> and copied to: [jujuna2017@gmail.com](mailto:jujuna2017@gmail.com) . Please attached also your scanned copy of national Identity card.

Alternatively, application letters and CVs, enclosed in a sealed envelope, can also be hand delivered to Head Office of Premium Agro Consult, Munuki Block C, Plot 65, St Kizito-Sough Libya Road, Juba, South Sudan. At Bor, Torit and Yambio project sites, application materials be delivered to the SPARK Business Support Centres (BSC) at Bor, Torit and Yambio respectively.

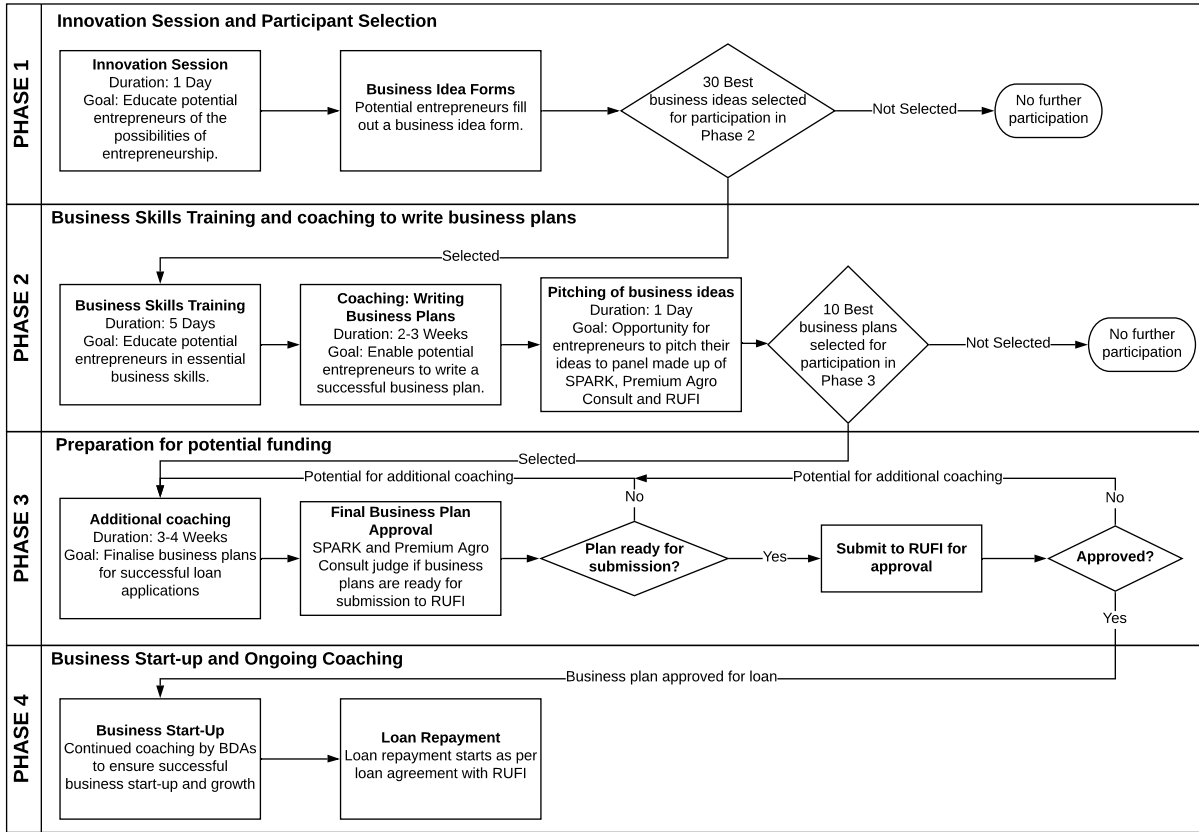
Deadline for receiving applications is **Friday 24<sup>th</sup> June 2019** by CoB at **5:00pm** local time.

## 9.8 BPC Process

### A. Former Business Plan Competition Process



## B. Business start-up Accelerator Process



## 9.9 Business Ideas Criteria and Scoring Form

**Criteria: please assess the application on the following criteria:**

<b>A</b>	Personal qualities of the entrepreneurs and reason for starting the business
<b>B</b>	Market potential of the business plan, relevant to Agro-processing and the theme of the BPC (Processing of Sorghum, Maize, Gnut, Vegetables, Fruit, Poultry) Please consider production companies that seem to be able to be persuaded to engage in processing. Thought it really should come from the entrepreneur themselves.
<b>C</b>	Profitability and financial sustainability
<b>D</b>	Development impact on local economy, jobs created, Potential for scaling impact, through options such as outgrowers, contract farming

**Scores - Please assign scores ranging 1-5 to each business plan:**

<b>1</b>	Very poor
<b>2</b>	Poor
<b>3</b>	Average
<b>4</b>	Good
<b>5</b>	Excellent



## 9.10 Major features of the RLF

The Food Security Through Agribusiness in South Sudan Project (SSADP II) allocated a total of **EUR 400,000 (Four Hundred Thousand EUR)** budget for the RLF to be implemented in Yambio, Torit and Bor by. The RLF disbursement/transfer is in a multiple instalment in USD based on the performance of RUFi (The Service Provider) in creating access to finance for target groups.

### 1. Purpose of the Loan

The exclusive purpose of the RLF is lending to individual farmers and agribusinesses that are part of the Project. To achieve the intended goal of the project, access to finance is one of the main components of the Project which will fill the existing finance gap to improve the agriculture production, productivity, capacity for bringing products to the market as well as to enhance farming as a business. The Service Provider will recycle/revolve the principal loan repayment as revolving fund solely for the purpose of this project in collaboration with the member of the consortium. The following are the three main Financial Loan Products within the selected value chains by the Project.

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

### 2. Type and Number of target groups and estimated loan amounts in USD

Type of groups or business	Projected # for loans	Estimated loan amounts needed in USD
Agribusiness firms including Farmers Cooperatives, MSMEs, and Youth and Women Enterprises within the selected value chains by the Project	895	1,000 to 10,000
Individual Progressive farmers (individually and/or through VSLAs and Cooperative)	3,000	200 – 1,000

### 3. Terms and Conditions of the RLF

- **Loan Term** – One drop down disbursement to be repaid within one-year period from the date of signing by target groups (Individual Farmers or Smaller agricultural firms) with RUFi and within two years in maximum for big enterprises (private sectors who are involved in higher level value addition).
- **Loan Repayment** – monthly or after harvest for individual farmers, monthly for Smaller agribusiness/enterprises and semi-annually for big enterprises.
- **Interest Rate** – A maximum of **21% per annum (1.75% per month)** – Declining based on unpaid principal amount.
- **Loan Processing Commission** – **One-off payment, equivalent to 2% of the loan amount.**
- **Loan Application Fee** – **One-off payment, 1 USD or equivalent in SSP (South Sudanese Pound).**
- **Passbook Fee** – **One-off payment, 1 USD or equivalent in SSP.**
- **Gender Breakdown** – It is expected that **50 % of the clients** will be women borrowers.
- **Target groups include** – Individual Farmers, Framers Cooperatives, VSLAs, MSMEs, and Youth and Women Enterprises within the selected value chains by the project.



## 9.11 Value Chain Analysis General Recommendation

Analysed data indicates that sorghum, maize, groundnut and cassava are priority value chains with great potential in terms of production, value addition, employment, income and marketing. Others include local poultry and tomato. We recommend the following value chain upgrading strategy in order to formalize the sub-sectors and turn them into profitable economic ventures at the farmer-level.

### A. Process/Product Upgrading

- The use of better production technology coupled with effective technology transfer mechanism is advocated to increase yield of the identified value chains. Such technologies include:
- Facilitate access to affordable lines of credit for crop production and farmer-based Micro, Small and Medium Enterprises (MSME).

### B. Functional Upgrading

- Establish bulking and primary-level processing at farmer-level to reduce post-harvest and other transaction losses
- Reduce costs of transporting farm produce by improving road network through working with other development organizations supporting rehabilitation of road infrastructure and constructing road where non exist to open the market.

### C. Upgrading of Coordination and Business Models

- Provide timely and relevant market information through community-based extension agents and other value chain actors in the respective sub-sectors
- Generate information to build the capacity of value chain actors (especially the farmers) and monitor sub-sector performance. The use of M.I.S platforms and radio programs to relay information on crucial agricultural production and season, harvesting and post-harvesting should also be emphasized.
- Foster trust and long-term relationships among value chain stakeholders through quarterly Multi-Stakeholder Platforms (MSP) where critical issues such as project implementation, crop production and market price are discussed in details, and challenges facing farmers are identified and sorted out, and opportunities are tapped in to by the respective value chain players.

### D. Improving Business Enabling Environment

- Support the GoSS in the development of Agricultural Input Policy (AIP), Agricultural Research Institutions, Plant Health and Inspectorate Departments, seed policy, etc.
- Standardize units of measurements (use of ISO measurement standards such as “Kg” instead of “Malwa”, buckets, cups and basins) and strengthen GoSS weight and measures departments to champion introduction of standard units of measurements.
- Reduce multiplicity of taxes, market licenses and fees.